Self-Managing Teams: A Driving Force for Change in Expert Organisations' Work Culture

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Master's thesis

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Due to the rapid development of the information technology industries, using self-managing teams and agile transformations has increased its popularity across industries. The underlying motivation for implementing agile self-managing teams has been to decrease organisational bureaucracy and increase the organisation's adaptability. However, as the phenomenon has kept expanding to new industries, it has become increasingly important to understand how self-managing teams adopt new ways of working to reach the desired outcomes.

This thesis delves into the cultural dynamics of self-managing teams and their transformative potential in the context of organisational change. Given their elevated autonomy and decision-making authority, it is intriguing to explore how these teams embrace new work cultures during an organisational transformation. This research not only contributes to academic discussions but also offers practical insights into the role of self-managing teams in organisational change, the emergence of new work cultures, and the potential variations in team cultures.

Given the complex and dynamic social environment in which these teams operate, this study adopts an ethnographic approach. The ethnographic approach involves expert interviews and non-participant observations, allowing for a comprehensive understanding of the diverse work cultures within self-managing teams. The study also employs a multifaceted approach, including high iterations and multiple field visits, to ensure a thorough immersion in the research setting.

The empirical evidence showcased the possibility that various factors, such as team structural compositions or previous connections to management, impacted how the team decided to adapt to their new work culture. Depending on the impacting factors, the empirical evidence showed a spectrum of approaches from structured to creative work cultures that the teams had utilised. Hence, variations between work cultures were bound to exist depending on the level of structure that the team had decided to implement.

Key words: self-managing teams, agile, transformation, work culture

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Tietotekniikkatoimialan nopean kehityksen seurauksena itseohjautuvien tiimien ja ketterien muutosohjelmien jalkauttaminen on lisännyt suosiotaan yli toimialojen. Perimmäisenä motivaationa ketterien itseohjautuvien tiimien käyttöönoton taustalla on ollut organisaatioiden tahto vähentää niiden sisäistä byrokratiaa ja kehittää organisaation sopeutumiskykyä. Kehityksen laajentuessa uusille toimialoille, on tullut tärkeämmäksi ymmärtää, miten itseohjautuvat tiimit päättävät käyttää autonomiaansa uusia työskentelytapojansa suunnitellessa.

Tämä tutkielma syventyy itseohjautuvien tiimien muutosvoimaan ja niiden aikaansaamiin työkulttuureihin yrityksen transformaatiossa. Itseohjautuvien tiimien omaavan autonomian vuoksi tutkielma pyrkii kuvaamaan miten tiimit omaksuvat uusia työkulttuureita transformaation aikana. Tutkielma pyrkii myös edistämään akateemista keskustelua sekä tuomaan käytännön näkökulmia aiheesta avaamalla itseohjautuvien tiimien roolia transformaatiossa, miten tiimit omaksuvat uusia työkulttuureita sekä mitä eroja työkulttuureihin voi syntyä.

Tutkielman moniuloitteisen ympäristön johdosta tutkielmassa on hyödynnetty etnografista lähestymistapaa haastatellen muutosohjelman asiantuntijaa sekä havainnoimalla tiimejä niiden luontaisessa työympäristössä. Tutkielman menetelmillä pyritään perusteelliseen tutkimusympäristön tarkasteluun toistuvilla kenttätutkimuksilla ja iteratiivisella otteella, jotta tutkielma pystyy kuvaamaan itseohjautuvien tiimien moninaisia työkulttuureita ja dynaamista luonnetta.

Tutkielman empiirisestä aineistosta voidaan tunnistaa erilaisia tekijöitä, jotka kuten tiimien rakenteet tai aikaisempi suhde esihenkilöön, jotka vaikuttavat tiimien päätökseen uuden työkulttuurin omaksumisesta. Riippuen vaikuttavista tekijöistä, tiimin työkulttuurin ominaisuudet vaihtelivat niin strukturoidusta työtavoista hyvin luoviin menetelmiin. Näin ollen työkulttuurien muunnelmat olivat väistämättömiä riippuen siitä, kuinka paljon rakenteita tiimi päätti ottaa käyttöön.

Avainsanat: Itseohjautuvat tiimit, muutosohjelma, ketterä, työkulttuuri

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1 Introduction

1.1 Background

Thanks to impressive global success stories like Amazon, the rise of globalisation has sparked a renewed interest in rethinking how work should be conducted. Organisations are now benchmarking each other to uncover the factors for success. Particularly, long-standing organisations are keenly interested in adopting innovation and success strategies discovered in the software and information technology (IT) sectors. (Birkinshaw 2018, 38). The interest was born due to a new knowledge management trend in the 1990s that empowered software development. This knowledge management trend was later named Agile Methodologies in 2001, emphasising the use of self-managing teams in organisations. (Beck et al. 2001; Birkinshaw 2018). The reason agile self-managing teams were found to be interesting was their capabilities of shifting their focus from the bureaucratic "waterfall"-styled way of working to one that emphasised a more adaptive approach to bring greater value (Dingsøyr et al. 2012, 1214). Specifically, the agile principles (Appendix 1) were aligned accordingly to facilitate high performance and creativity in self-managing teams (Beck et al. 2001). Throughout the agile principles, the self-managing teams were encouraged to keep their client close to the development process to meet their expectations and to gain continuous feedback. Additionally, the team and the client were in a constant interaction and feedback loop throughout the process, contrary to the waterfall type of software development. (Dingsøyr et al. 2012, 1214). Inspired by the success of agile self-managing teams in the IT and software sectors, companies across diverse industries became intrigued by the potential benefits of adopting agile practices and self-managing teams in their operations. Upon comparison, these companies shared common challenges such as divisional silos, excessive bureaucracy, and inefficiencies, prompting them to explore agile ways of working. (Birkinshaw 2018, 40.)

While the idea of implementing agile methodologies and self-managing teams holds promise, previous literature on agile transformations highlights the necessity of a cultural shift in the organisation to truly adopt the agile ways of working (Dingsøyr et al. 2012, 1213). In other words, transitioning from old practices to new ones can be challenging, mainly when teams accustomed to close management suddenly gain more authority. This factor may pose challenges if self-managing teams are hesitant to embrace the new

working principles. (Birkinshaw 2018, 42). However, while some structural shifts are harder than others, each adjustment presents unique opportunities for growth and adaptation (Johnson et al. 2006). For instance, when adopting agile teams, there can be a shift from an individualistic work culture to a highly cooperative one, presenting an opportunity to leverage diverse talents and foster collective achievement, leading to a broader organisational change (Johnson et al. 2006). Therefore, as companies struggle with bureaucratic management approaches and the demands of rapidly changing environments, agile self-managing teams have created new solutions for companies to tackle these challenges. Therefore, Agile Methodologies have continued to spread across industries, adapting uniquely to each sector and offering new opportunities for companies to succeed (McKinsey 2020). This shift represents a fundamental change in organisational paradigms, emphasising the need to observe how the transition unfolds within the emerging work cultures facilitated by agile self-managing teams.

1.2 Purpose of the study

While Agile teams have become widespread across various industries, transitioning the work culture from old practices to new ones demands significant effort (McKinsey, 2020). Most Agile literature has primarily focused on its application in the IT industries, with limited attention given to its expansion into other sectors (Dingsøyr et al. 2012, 1214). Consequently, there is a gap in research regarding the effects of Agile self-managing teams on industries beyond IT.

Furthermore, another body of research on Agile has predominantly examined what type of efficiencies Agile teams bring to organisations, warranting further investigation into how and why they decide to conduct their work (Rousseau & Aubé 2010). Hence, the purpose of the study is to gain insights on how self-managing teams adopt new work cultures. As self-managing teams introduce novel ways of working and decision-making within organisations, they operate with greater autonomy than traditional team structures. This shift in organisational control systems diminishes the role of middle management, transitioning them towards administrative and coaching functions rather than exerting strong authority over team actions (Barker 1993). Consequently, self-managing teams wield significant influence in driving organisational change through their behaviour and implementing new ways of working. Hence, the first research question addresses:

RQ1: ***What is the role of self-managing teams in their shifting to new work cultures?***

Furthermore, as this study aims to deepen the understanding of work culture change through the lens of self-managing teams, it focuses on how various self-managing teams can adapt and implement their new ways of working. Hence, the research further aims to understand and describe what types of work cultures are born from the transformation. Hence, the second research question handles:

RQ2: ***What types of work cultures are born from the transformation initiated through the implementation of self-managing teams?***

Thirdly, as there can be multiple factors influencing which different approaches teams decide to take depending on their size, structure or even team culture, the research aims to find out why different teams may take different approaches in trying to achieve the new work culture. Hence, the third research question handles:

RQ3: ***Why can work cultures differ between self-managing teams?***

The third research question highlights the factor that when the same guidelines are given to different teams, differing outcomes are expected to emerge. Additionally, the research seeks to delve deeper into the underlying reasons behind the cultural differences among self-managing teams. It's essential to recognise that not all these differences may be advantageous for the organisation. Therefore, uncovering these differences is crucial for the study's practical implications.

1.3 Structure of the thesis

This chapter provides a guiding table to support comprehending the contents and themes covered throughout the thesis. Additionally, the thesis structure is used to give a glimpse of the journey that took place by offering a roadmap to navigate through the various stages of the research. The structure of the thesis is presented in Table 1:

Table 1: The structure of the study

Chapter	Description
Chapter 1.	In the first chapter of the thesis, an introduction and background are presented. The background highlights the shift in the usage of agile principles and the spread of self-managing teams across industries. However, as the background presents, the transformation is challenging as it requires more understanding of how and why agile self-managing teams adopt new ways of working, building the practical and academic ground for the study.
Chapter 2.	In the second chapter, the existing literature on culture, cultural layers, cultural structure, and organisational culture are explored to build a suitable framework and perspective for work cultures existing within self-managing teams.
Chapter 3.	In the third chapter, literature on self-managing teams is presented to create a description and framework for the self-managing teams in the context of this study.
Chapter 4.	In the fourth chapter, the most critical literature is gathered from chapters 2 and 3 and synthesised to form the theoretical foundation for the study. Additionally, as some concepts used in this study were more unfamiliar in the current bodies of literature, the chapter ties the overlapping concepts together, creating an academic contribution to the study.
Chapter 5.	In the fifth chapter, the study's methodology is presented, including the reasoning and arguments for conducting this study as ethnographic research. Additionally, the chapter presents the research methods used, non-participant observation and semi-structured interviews, and explains why they were seen as the most suitable methods to delve into the socially rich and complex environment of self-managing teams.
Chapter 6.	In the sixth chapter, empirical findings from the interview and observation phases are presented. The interview results presented the premises of the transformation while describing management's motives for using self-managing teams. The field notes described the daily work activities, rituals, and interactions between the four chosen teams within the organisation. Quotations of the interview and field notes are used to bring the reality of the self-managing teams closer to anyone reading the study.
Chapter 7.	In the seventh chapter, the teams are compared, and differences are discussed from various cultural perspectives. The chapter showcases differences in the number of structures and processes the team wanted to implement based on influencing factors.
Chapter 8.	The eighth chapter concludes the analysis by discussing the research findings and the theoretical framework, showcasing support to the current theoretical models for recognising microcultures and existing differences between self-managing teams' work cultures. Additionally, the chapter provides a comparative example of an international company to explore the motivations for using self-managing teams in an international setting. Lastly, the research findings are evaluated against common validation criteria, while also addressing the limitations encountered during the study. The chapter concludes by offering recommendations for future research.
Chapter 9.	In the ninth chapter, a summary of the study is being provided. The summary concludes what has been done during the research and summarises the research results.

The study follows a common practice by starting with an introduction and providing the purpose of the research. The following chapters 2-4 include the academic literature used in the study. Chapter 5 provides the study's methodology and justifies the chosen research methods. The 6th chapter presents the empirical findings and analyses each team’s work culture, while the 7th chapter compares the different work cultures. In the 8th chapter, the research results are discussed together with the existing literature to create the study's theoretical contributions and practical implications. Lastly, the 9th chapter summarises the study, describing what was done during the research.

2 Work culture inside organisations

This chapter dives into the labyrinthine world of organisational culture, focusing on the ambiguous concept of work culture through self-managing teams. Organisational culture, since the inception of organisations, has been profoundly influenced by shared perceptions, beliefs, values, norms, and behaviours that characterise the organisation and its members (Cameron & Quinn 1999, 6). Over the years, diverse definitions and theoretical frameworks have emerged to capture the essence of organisational cultures. Edgar Schein (2017, 1-7) once defined organisational culture as patterns of basic assumptions that, through social validation of groups, become valid within the group's belief systems. In addition, from many perspectives, culture is seen to include multiple observable layers, as supported by Cameron and Quinn (1999, 17-18). This chapter delves into the concept of organisational culture, providing a comprehensive picture of what it is and consists of.

As this study hones in on self-managing teams within organisations, it becomes imperative to grasp the existence and nature of cultural layers. Understanding these layers is not just a theoretical exercise, but a crucial step in building a robust framework for the study, as it helps to comprehend how the concept of organisational culture is distinct yet intertwined with smaller fractions of organisational life (Lee 2020, 25-26). In particular, as this study strives to understand how self-managing teams adopt new ways of working through their autonomy, the culture within the team exerts a significant influence on their behaviour, decision-making, and perceptions. Therefore, the concept of organisation culture is leveraged to provide a closer perspective on team-level dynamics as they navigate their new path towards agility and autonomy.

2.1 Defining culture inside organisations

Since organisations have existed, organisation culture has been identified as a complex social phenomenon born through individuals' shared perceptions, values, norms, and behaviour (Schein 2017, 1-6). However, the broad concept of culture was introduced to organisations only later in the 1980s (Carvalho et al. 2019, 1500). There have been mixed views among the research on whether the concept has been seen strictly as an issue of anthropology or whether the phenomenon has had contributions from psychology, sociology, and social psychology (Robbins 2009, 9-10; Lewis 1996, 1-2). Hence,

throughout the years, the interpretations of culture have resulted in various definitions and theoretical models to explain the phenomenon (Lewis 1996, 3). However, regardless of the ambiguous nature of culture, research has agreed that culture exists at many levels of observability. Thus, the categories of culture have been chosen so that an observer can see and feel cultural elements inside organisations. (Schein 2017, 3-5). Edgar Schein (2017, 3-5) provides a comprehensive synthesis of cultural elements of what the research has gathered, including:

> Observed behaviour, climate, formal rituals and celebrations, espoused values, formal philosophies, group norms, rules of the game, identity and self-image, embedded skills, habits of thinking, mental models, linguistic paradigms, shared meanings, root metaphors and integrating symbols. (Schein 2017, 3-5)

According to Schein (2017, 5), all these elements should be considered when researching culture from a broader perspective, such as nations or occupations. However, looking at smaller entities such as organisations calls for a more integrated and synthesised model. Hence, more dynamic and timeless definitions are needed. Schein (2017, 6) proposes that instead of only focusing on the elements of the culture, it is better to think about culture as an evolving phenomenon. Specifically, when we can understand where the culture comes from and how it has evolved, we can truly understand the organisation's unconscious values and beliefs that affect how it operates. This perspective aligns with the focus of this study, which explores how teams adapt to change after getting introduced to self-management and agile methodologies. It anticipates that the existing organisational culture might influence this transition. Thus, the study accepts Schein's (2017, 6) definition of culture:

> The culture of a group can be defined as the accumulated shared learning of that group as it solves its problems of external adaptation and internal integration; which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and behave in relation to those problems. This accumulated learning is a pattern or system of beliefs, values and behavioural norms that come to be taken for granted as basic assumptions and eventually drop out of awareness (Schein 2017, 6)

As culture has become a dynamic phenomenon based on the group's learning, Schein (2017, 10-11) proposes that the concept of culture implies structural stability, depth, breadth patterning and integration of the group. When evaluating groups, these elements should be considered.

> Everything starts from the cultural DNA of the group. When a group of people achieve cultural identity and start repeating its values, beliefs and feelings in their behaviour, cultural DNA is born. Such DNA is a result of something being cultural. After a while, this type of cultural behaviour turns into structural stability since culture is something that cannot be changed even if one group member leaves the group. The reason for this is that group members, most of the time, value the meaning and predictability that cultural stability provides. In particular, cultural aspects related to behaviour and rituals support the DNA and provide extra stability among the group's members. (Schein 2017, 7).

Furthermore, inside the cultural DNA, the deepest layer of culture exists in the group's underlying assumptions, values and beliefs in less tangible and less visible parts of culture. The deeper layers of culture highlight the culture's depth created from the embedded underlying assumptions that contribute to structural stability. (Schein 2017, 7). After a group has developed its culture, it starts affecting how it functions. Hence, culture can be seen as pervasive, influencing all functions of the organisation. Thus, it is important to understand that the breadth of the culture is not only limited to the intangible aspects but also covers all the operational processes that the company does (Schein 2017, 10).

Lastly, patterning and integration, the visible manifestations of culture's dynamic nature. These are the forces that interweave the underlying assumptions, values, beliefs, and behaviour, giving rise to the entire culture. Patterning and integration, driven by our innate need to comprehend our environment, play a crucial role in the context of organisations. They reflect employees' desire to structure their environment, making it more understandable and predictable, thereby fostering a sense of order and control. (Schein 2017, 10-11).

2.2 Levels of culture

Even though organisational culture is often regarded as a single, all-encompassing entity characterising an organisation and its members, it comprises multiple levels (Schein 2017, 17-30; Cameron & Quinn 1999, 31-33). Research conducted by Homburg and Pflesser (2000, 449-450) and Schein (2017, 17-30) recognised that organisational culture is a multilayered concept that acknowledges the coexistence of multiple cultures under a single organisation. Later on, Schein (1996, 236; 2010, 2-5) proposed that culture should be considered as a phenomenon that tells how people are expected to feel, act, and perceive inside organisations. Therefore, culture can also be viewed as a creator of norms

and rules for different groups of individuals within the organisation. Thus, even if the concept of organisational culture has often been used interchangeably to describe various cultural phenomena happening in different parts of the organisation, the term should serve as the overarching concept for multiple cultures within organisations, such as subcultures and microcultures, as shown in Figure 1. (Schein 2010, 1-2; Lee 2020, 25-26).

Figure 1: Schein's (2010) structure of culture

Schein's model (2010, 1-2), as depicted in Figure 1, divides organisational cultures into macro, organisational, sub- and microcultures. He stated that every layer of culture is interrelated and influences the other layers. Leaders may expect their strategic vision and values to guide their workforce toward achieving organisational goals. However, how the workforce seeks to attain those objectives can also influence the company's values and aspirations.

Recognising the existence of different layers within organisational culture has created a path to study their individual influences and characteristics. This distinction has prompted researchers to explore how subcultures and microcultures can be differentiated from the overarching organisational culture (Von der Ohe & Martins 2006, 131-132; Bellou 2008; Schein 2010, 1-2). Given the specific focus on self-managing teams in this study, it becomes crucial to make the distinction between the concept of subculture and microculture to gain a finer conceptual understanding of where self-managing teams fit within Schein's (2010, p. 1-2) levels of culture.

2.2.1 Subcultures

Schein (2010, 1-2) describes subcultures (Figure 1) as the second layer of organisational cultures. According to him, this layer was tight to the occupation groups within an organisation, such as medicine or law. Such subcultures can be borne by close group interaction during work, creating a strong association with commitment (Von der Ohe & Martins 2006, 132). Hence, as other researchers have supported, individuals of this group start to identify themselves as part of that group within the organisation and accept common ways of acting and thinking specific to that group. As subcultures are seen as part of organisational culture, they are expected to have similar characteristics to the 'main' culture (Bellou 2008, 499). However, research has shown that subcultures can be dominant from the 'main' culture even until to the point where they might oppose it (Meyerson & Martin 1987, 630). Thus, the distinction to organisation is valuable to understand their cultural levels further.

2.2.2 Microcultures

As the concept of subcultures focuses on the occupational closeness of groups within the organisation, it can still be considered too wide of a lens to use in investigating self-managing teams. Hence, the concept of microcultures is explored to create a finer definition for the study's cultural perspective (Figure 1). According to Schein (2010, 67), there is a growing interest in understanding smaller units within organisations. Various professionals can form coherent units such as teams. As they work closely together, they start forming microsystems within the organisations (Schein 2010, 2). According to Schein (2010, 67), as these microsystems are more recognised, so are their microcultures. One definition provided by Kiaos (2023, 5-6) states that even if these units do not hold much authority or power, microcultures main purpose is to safeguard and maintain the team's ability to work independently on tasks, especially when there is a high degree of uncertainty or unpredictability in the work environment.

From the perspective of this study, as Schein (2010, 67) described, teams can be seen as microsystems within the organisation. In addition, as the teams gain more autonomy in the study's context, they gain more responsibility while becoming more coherent units. Hence, it is important to understand how these microsystem's cultures replicate and differentiate from the 'main' culture. As Schein (2017, 29) described it:

> ... any group that has a shared task, more or less constant membership, and some common history of learning together will have its own subculture as well as being nested in the culture of the organisational unit it is in... (Schein 2017, 29)

However, regardless of the perspective on the culture, whether it is organisational, sub- or microculture, Schein (2017, 29-30) states that the structure of the culture can be used to describe and analyse any cultural phenomenon. Even if Schein's definition of the cultural levels can be considered one of the most substantial works in understanding culture, various structures of culture have been discussed widely in the literature.

2.3 Models for structure of culture

In 1990, Hofstede et al. (1990, 291-296) introduced a model of organisational culture, often depicted as an "onion diagram" shown in Figure 3, which categorizes the various elements of organisational culture, ranging from the observable exterior to the more abstract layers. This model provided a structured framework for comprehending the multi-layered nature of organisational culture and how these layers collectively influence an organisation's identity and dynamics.

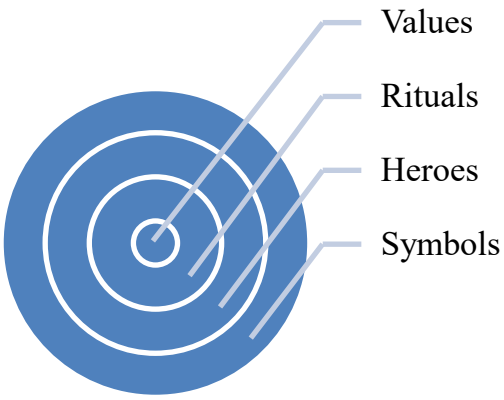

Figure 2: Hofstede's (1990) Cultural Onion

In the Hofstede *et al.* (1990, 291-296) model, the outermost layer of the cultural onion, symbols, includes everything visible to the culture, such as clothing, food, language, rituals and customs. This layer is observable to the human eye and can be noticed when first encountering a new culture. The second layer, heroes, represents the role models and individuals respected in the culture, such as historical figures or celebrities. These individuals embody what the culture holds dear and set an example for others. The third

level of the model is rituals. This layer encompasses everyday rituals and practises that play a pivotal role in reinforcing cultural identity within the group. Lastly, the core of the cultural onion consists of the values that include deeply held beliefs and principles that guide behaviour and decision-making within the culture. They are often less visible but profoundly influential. (Hofstede *et al*. 1990, 291-296). From values and beliefs, Hofstede *et al*. (1990, 287) identified various cultural dimensions and created other substantial work on cultural dimensions theory. Another well-known model for cultural structure is Schein's (2017, 17-19) Three levels of culture that are presented in Figure 3.

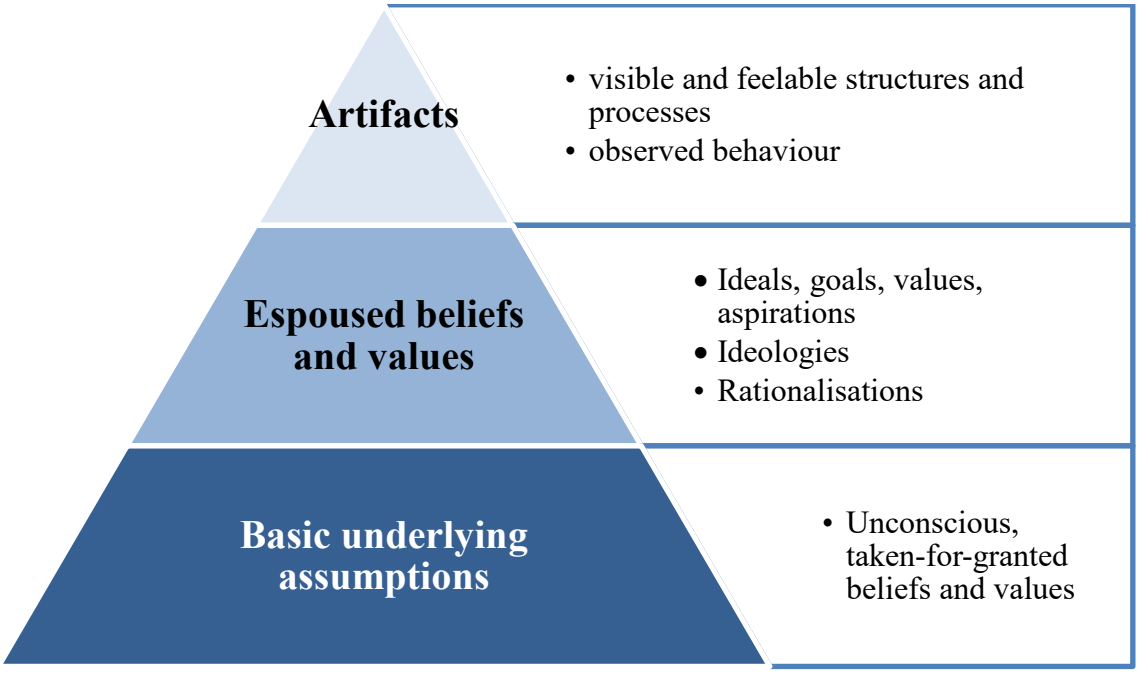

Figure 3: The Three Levels of Culture By Edgar Schein (2017, 17-19)

Figure 3 visualises the 'so-called' iceberg theory of Schein's (2017, 25-26) organisational culture theory, which is also sometimes described as The Metaphor of the Lily Pond. This iceberg can be imagined floating in the waters of organisational life. What can be seen above the water line is just the tip – a mere fraction of the entire structure. The visible layer is the artifacts of the culture that includes all observable aspects of an organisation's culture. Artifacts refer to everything that can be observed at the surface, including what can be seen, heard, or felt when encountering an unfamiliar culture. In the context of organisations, artifacts can be processes, organisational charts, emotional displays, technology, clothing, and other directly observable elements. (Schein 2010, 23-24).

Then, just below the waterline, exists the second layer – espoused beliefs and values. Shared beliefs and values within a group are based on individual assumptions about what

can or cannot be done. In a new team facing a problem, individuals offer initial ideas based on their assumptions of what might work. If the group accepts and acts on an individual's assumption, it becomes difficult to measure when that assumption becomes a shared belief or value of the group. Only through social validation, or the shared social experience of a group, can the group's beliefs and values be confirmed. (Schein 2010, 25-26).

Right beneath it exists the most extensive and deepest layer of the organisation's culture, which consists of basic underlying assumptions. When a solution or an idea is repeated continuously, it becomes a taken-for-granted assumption or what anthropologists have called dominant value orientations. Basic assumptions are hard to identify because they have become so taken for granted in social situations that finding slight variation within a social unit is hard. In other words, if basic assumptions become too strong in a social premise, members will find behaviour based on any other premise inconceivable, such as organisations being made to create loss and not profit. (Schein 2017, 25-27; Schein 2010, 29-31).

2.4 Synthesis of the structural models

As visible in both models, research has shown an overlap in concepts such as cultural symbols, beliefs, and values, prompting the need for a comprehensive synthesis of these elements in the structure of cultural concepts (Carvalho et al. 2019, 1500). In the context of this study, both models are essential for grasping the structure of culture within an organisational context. Therefore, in this chapter, the models will be synthesised to show how these models intersect, serving the study's objective of investigating teams' work cultures.

From the outermost layer of culture, Schein (2017, 17-19) and Hofstede (1990, 291-296) describe the layer as being observable with eyes. However, when comparing Figure 2 and Figure 3 it is visible that as Schein (2017, 17-19) categorises all observable processes and behaviour into cultural artifacts, it could be argued that Hofstede's (1990, 291-296) three first cultural layers can also be observed. Thus, in this research, consider cultural artifacts, symbols, heroes, and rituals to be observable and part of Schein's (2017, 17-19) first layer of culture, as summarised in Table 2.

Table 2: The synthesis of cultural structures (Hofstede 1990; Schein 2017)

The cultural levels	
Artifacts and symbols	• visible and feelable structures and processes • observed behaviour. • Clothing • Language • Food • Heroes/roles • Customs
Espoused beliefs and values	• Respect towards heroes • Ideals, goals, values, aspirations • Ideologies • Rationalisations
Basic underlying assumptions	• Unconscious, taken-for-granted beliefs, and values

In the context of self-managing teams, the artifact level of the culture would be formed by the work equipment, the language they use, the clothes they wear, the customs they have and the roles and rituals they use in their everyday work lives. Depending on these choices, teams may differ from each other even if they are in the same organisation. For instance, some teams might be more customer-oriented than others, making them design their processes around their customers, while others prefer more traditional ways of working.

As in Schein's (2017, 25-26) second layer, Hofstede's (1990, 291-296) models include values. Hence, this research assumes that the second layer in the Iceberg model and the values layer from the onion model can be the same. However, one notable factor is that Hofstede (1990, 291-296) did not specifically divide the onion model's elements into clearly observable and hardly observable elements in culture. From the perspective of this study, respect towards heroes was a significant element in the second layer of Schein's (2017, 25-26) since respect towards someone is often not observable. Thus, respect towards heroes was added to the synthesis's espoused beliefs and values layer.

In the research context, the second layer in Table 2 can be considered one of the main reasons why subcultures and microcultures differ (Schein 2017, 29-30). Depending on how tight the team is and due to their autonomy, the team is bound to lean on their beliefs and values to operate and make decisions. Hence, the second layer can be considered vital in understanding the differences between different team cultures.

Lastly, the deepest level of Schein's (2017, 26-27) iceberg model is included in the synthesis. While Hofstede's (1990, 291-296) Onion model's values layer encompasses these elements, it needs to differentiate between conscious and unconscious beliefs and values sufficiently. While some beliefs and values may be readily evident in team interactions and decisions, underlying assumptions are challenging to pinpoint because they are taken for granted in social contexts, leading to minimal variation within a social unit. In other words, these underlying assumptions can become so ingrained in a social setting that members can hardly fathom behaviour based on any other premise, such as the notion that organisations exist to generate losses instead of profits (Schein 2017, 26-27; Schein 2010, 29-31). Delving into the understanding of underlying assumptions is essential for grasping the depth of team cultures.

2.5 Defining Work culture

As mentioned in the previous section, literature discusses culture at various levels, and it can be observed and studied through universal structural models of culture (Schein 2017, 29-30). Building on the discussion in section 2.2.2 about microcultures, it is evident that the study adopts a microculture perspective when examining self-managing teams. However, even when the cultural level is established, the concept of team culture remains ambiguous. Therefore, given the study's goal of understanding how self-managing teams adopt new work approaches through agile transformation, the focus of the team culture is narrowed down to cultural aspects related to their work. The approach necessitates a more precise definition of the concept of work culture.

While the concept of work culture has received attention within the literature on organisational culture, it remains a subject of varying interpretations and definitions due to the complexities of its social nature (Page et al. 2020). Page et al. (2020) points out that work culture is often used interchangeably with the term organisational culture. This interchangeability is understandable because both concepts are deeply grounded in an organisation's members' values, beliefs, assumptions, and behaviours (Denison 1996, 624).

However, as discussed in the previous chapters, this study aligns with Schein's (2010, 67-68) proposition, which suggests that organisational culture should be considered an umbrella term. This perspective emphasises that organisational culture encompasses not

only the entire organisation's overarching culture but also multiple subcultures and microcultures within different occupational groups and various organisational units, including teams. This view acknowledges the diversity of cultures that can coexist within an organisation. It emphasises the need to differentiate and explore the specific cultural dynamics within these smaller units, such as self-managing teams and their work culture.

According to Nicholas (2022), the concept of work culture can be understood as the unique perspective through which employees perceive, feel, and experience their work. Within this perspective, shared values, beliefs, and assumptions among colleagues take shape, collectively forming the work culture of a particular group. In essence, work culture is a subset of an organisation's broader culture, specifically concerned with the values, beliefs, and assumptions associated with the work and how it is conducted.

Therefore, in the context of this study, I will focus on the behaviour, shared values, beliefs, and assumptions held by self-managing teams, particularly those related to their work and how they perform it. This perspective allows to distinguish and explore the work culture within the team's culture. In other words, in the context of this study, the work culture is expected to exist within a team's culture. This narrowed focus enables the study to delve deeper how self-managing teams adopt new ways of working.

3 Literature on Self-managing Teams

Self-managing teams are considered the epitome of employee engagement, innovativeness, adaptiveness, and high-performance work practices. However, due to the wide use of the term, it has varying definitions in practice and academic literature. (Nijholt & Benders 2010, 375). Furthermore, despite the recent surge in popularity of self-managing teams, Barker (1993, 412-414) notes that the concept has been around for a while, dating back to the English coal miners in the 1950s. Additionally, Barker (1993, 412-414) says that based on the previous research, the definition of self-organising teams stems from a need to change traditional management practices and authority structure. He describes that when using self-managing teams, the organisational control point shifts from management to teams, leading to increased organisational productivity and responsiveness. This direction in the literature discusses how organisations can perform better by adopting a flatter organisational structure through self-managing teams (Nijholt & Benders 2010, 376). In this line of literature, self-managing teams are seen as a decentralised form of organisational control, contrasting with traditional hierarchical methods. This idea of decentralised control involves delegating managerial authority to teams with proximity and expertise in the necessary work for the organisation to operate effectively. (Lee & Edmondson 2017, 37).

Another line of literature on self-managing teams discusses their advantages in terms of effectiveness compared to management-led teamwork. Within this line of literature, self-managing teams are often described as team members collaboratively taking responsibility and making decisions to direct their work efforts towards achieving common goals and improving performance, as noted by Rousseau and Aubé (2010, 754). It is believed that when a team has autonomy to decide how work should be organised and executed, they possess greater knowledge and capability to make decisions that can enhance the team's long-term performance (Rousseau & Aubé 2010, 754). Cohen and Ledford (1994) have suggested that the reason for the effectiveness is that self-managing teams are more:

- Aware of their changing environment and able to adapt
- Able to control their own resources based on their workload
- Able to motivate each other through goal setting and organising their work

Furthermore, another strand of literature on self-managing teams delves into their operational dynamics within organisational culture. This socially intricate phenomenon has intrigued researchers keen on understanding how these teams function and the factors influencing their decision-making (Cohen & Ledford 1994). Additionally, this research avenue explores the potential downsides of self-managing teams, examining how team values, emotions, and decisions may impede their performance (Langfred, 2007).

However, despite the acknowledged significance of team culture in their operations, there needs to be more focus on understanding its precise impact on the implementation and performance of the teams (Shin et al. 2016). Existing literature suggests that the team and its behaviour influence not only its culture but vice versa (Langfred 2007; Kirkman & Shapiro 2001, 600-603). However, as an overarching perspective for the study, research by Shin et al. (2016) aligns with Schein's (2010, 1-2) framework, suggesting that multiple subcultures and microcultures can coexist within a single organisation, including across various teams. Hence, this study supports the assumption that teams may have a culture that may differ from organisational culture (Shin et al. 2016).

In summary, most of the literature on self-managing teams focuses on their effects, outputs, and behaviours inside organisations, focusing less on what determines a self-managing team. In the literature, few concepts and models suggested dimensions for a self-managing team (Nijholt & Benders 2010; Cohen and Ledford 1994). However, In the simplest form, a self-managing team can be seen as a formal group that has been given the autonomy to make decisions in a frame that they are given (Barker 1993, 412-414).

Another definition of self-managing teams, as outlined by Goodman et al. (1988), includes some of their critical characteristics, including (1) direct in-person communication among team members, (2) interconnected duties with mutual accountability for product delivery or service provision, and (3) employee autonomy in task delegation, work methods, and scheduling of work activities. However, even if Goodman's (1988) characteristics provide a sound basis for the definition, it does not necessarily highlight the current work world where team members are not location-bound.

The second definition, proposed by Nijholt and Benders (2010, 380-384), offers criteria for identifying self-managing teams. According to this definition, a self-managing team must fulfil several conditions. Firstly, it requires a formal group working together towards

common goals. Secondly, the team size should be conducive to self-regulated decision-making. Thirdly, many team members should be actively involved in product or service production, possessing the necessary knowledge to make informed decisions and enhance outputs. Lastly, the team should enjoy autonomy across various aspects of their work, including task allocation, scheduling, quality control, time management, absence monitoring, coordination with stakeholders, and process improvement.

The criteria outlined by Nijholt and Benders (2010, 383) offer a valuable framework for standardizing self-managing teams in theory, serving as the foundation for this study. However, when considering other literature, it becomes evident that this framework provides a simplistic understanding of self-managing teams as a phenomenon. Consequently, due to the nuanced nature of self-managing teams, generalizing the concept across studies can be challenging, necessitating adaptations. Therefore, the study proposes a 3-part model derived from various perspectives in the literature to illustrate the broader scope of self-managing teams within organisational contexts, as presented in Figure 4 (Nijholt & Benders, 2010, 383; Shin et al. 2016; Barker 1993).

Figure 4: The structure of self-managing teams

In the following chapters, each component is discussed, examining each factor included. Through analysis, the aim is to understand how these elements contribute to the functioning of self-managing teams in organisational contexts.

3.1 Team structural compositions

From the left side of Figure 5, Nijholt and Benders (2010, 382) emphasise that the structural compositions play a pivotal role in defining self-managing teams. These components include the team's size, the processes involved in teamwork, and the collaborative efforts among team members. The components are particularly highlighted

in the researchers' definition of self-managing teams, underscoring their significance in shaping the overall dynamics and functionality of such teams:

> A group of employees working together to perform a task that amounts to a rounded-off part of the ongoing production process of the product or service; consisting of eight to 20 members; with the right to decide without reference to higher management about at least four of the following seven aspects of work: allocation of work; scheduling of work; quality of work; time keeping; attendance and absence control; coordination of work with other internal groups; and improving work processes. (Nijholt & Benders 2010, 382)

The elements outlined in the quote significantly shape the team's decision-making processes, operational procedures, and overall collaboration. To provide a visual representation of the interplay between these factors, Figure 5 synthesises the key components, offering a detailed depiction of how the team functions and interacts. Figure 5 outlines explicitly the structural compositions influencing self-managing teams, such as team size, teamwork processes, and the cooperation of team members, as identified by Nijholt and Benders (2010, 382-383):

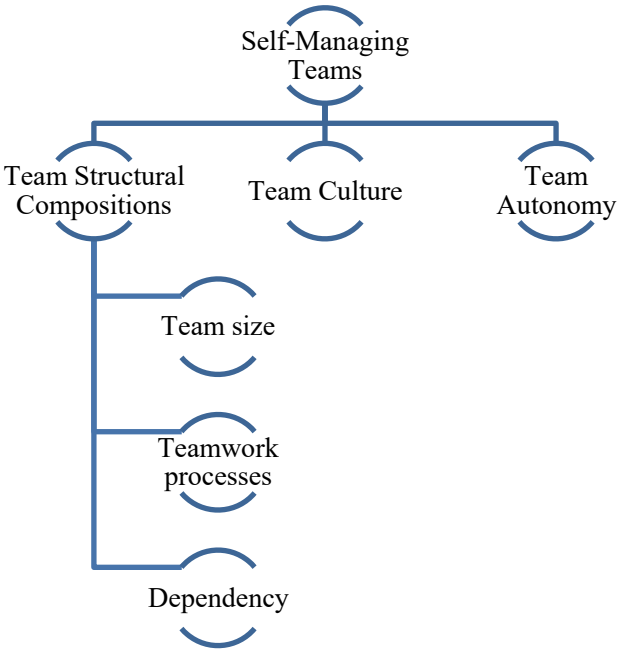

Figure 5: Team structural compositions

In this study, the structural compositions are used to define self-managing teams through these elements. In the following sections, each element will be defined to provide a deeper understanding of how they define self-managing teams.

3.1.1 Team size

The team size is a determining factor of a self-managing team that has been frequently suggested by literature (Nijholt & Benders 2010, 383). The size of the self-managing team is crucial since it enables the team to carry out their work tasks independently inside the organisation with enough workforce. In addition, the team size is also crucial to autonomy and decision-making. In other words, the team should be small enough to make decisions swiftly together to take advantage of their autonomy. (Nijholt & Benders 2010, 380-381).

3.1.2 Teamwork processes

Another critical aspect of self-managing teams is their proximity to the end-to-end production or service delivery processes (Uhl-Bien & Graen, 1992, 229-230). Nijholt and Benders (2010, 377) note that this distinguishes them from project and management teams. Commonly, teamwork processes are crucial in unlocking the potential of self-managing teams since organisations want to benefit from their ability to make better decisions for their operations (Birkinshaw 2018, 40). Hence, in this study, the teams are expected to be responsible for an end-to-end process to participate in the observation phase.

3.1.3 Dependency and cooperation between team members

A third pivotal aspect of self-managing teams is the interdependence among team members to fulfil their work tasks and shared objectives. There has been ongoing debate regarding whether members of self-managing teams should have the ability to rotate and be proficient in executing each other's tasks (Nijholt and Benders, 2010, 381). However, in this study, in line with Nijholt and Benders (2010, 381), task rotation is not considered a defining factor but a complementary aspect, as team members can decide effectively collaborate even if they cannot perform each other's work activities.

3.2 Team culture

Even if organisational culture is a key success factor in organisational performance and development, research on the effects of culture has been minimal when researching self-managing teams. However, as organisations have become keener on using self-managing teams, understanding the subcultures inside them is becoming increasingly important (Bloor & Dawson 1994, 281-283; Shin et al. 2016). Specifically, literature shows that

different subcultures and microcultures exist inside an organisation depending on location, department, occupation, and other factors (Bloor & Dawson 1994, 281-287). The differences between various parts of the organisation can be explained by that most employees only interact with their team members throughout work days (Schein 2010, 67; Shin et al. 2016). Hence, it cannot be expected that all subcultures and microcultures would be aligned with the dominant organisational culture (Meyerson & Martin 1987, 630-631).

In this study, understanding team culture is paramount, as each team within an organisation is expected to possess its microculture, influencing how they perceive, experience, and execute their work (Shin et al. 2016). In other words, shared values and norms among team members lead to behavioural consistency, enabling the team to achieve common goals (O'Reilly 1989, 88-89). Thus, the existing microculture facilitates a unified approach to experiencing, feeling, and comprehending organisational events, aiding the team in tackling everyday challenges collaboratively strengthening the team's culture (Schein 2017, 29). As supported by O'Reilly et al. (1991, 86-89) and Ashforth and Mael (1989, 20-23), shared cultural values foster everyday work routines and attitudes, reducing uncertainty in work processes while strengthening the group's identity.

As the study focuses on investigating the evolving work culture inside self-managing teams, it is essential to note that various cultures have overlapping areas such as in the concepts of team and work cultures (Ashforth & Mael 1989; Schein 2010). In this study, team and work cultures are seen as overlapping phenomena because the teams' artifacts, beliefs, and assumptions are expected to impact how the team works together. Hence, it is essential to understand the team culture to understand the work culture. Therefore, the study's focus shifts from the broader concept of organisational culture to a more specific examination of team cultures through the perspective of work culture. As the team culture is concluded as a microculture, the three levels of culture are added as the constructing factors into Figure 6:

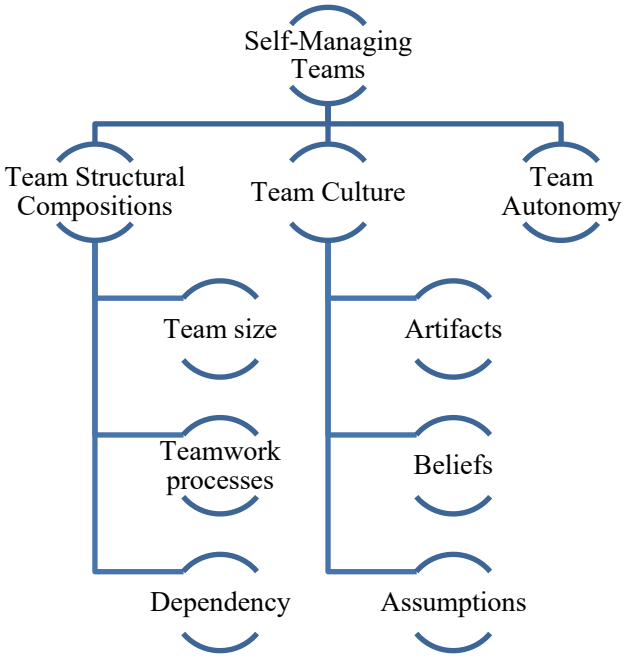

Figure 6: Team culture

Figure 6 highlights how the bodies of literature on self-managing teams and organisational culture overlap bridging them together. Hence, it could be argued that in the context of the study, the team's perspective of work culture exists also within self-managing teams' team culture.

3.3 Team autonomy

Autonomy is a crucial aspect of the design of self-managing teams. It refers to the amount of freedom and responsibility that a team has regarding its purpose of carrying out its activities within an organisation. From the literature of team autonomy, the following aspects of team responsibility and decision-making were raised to the Figure 7.

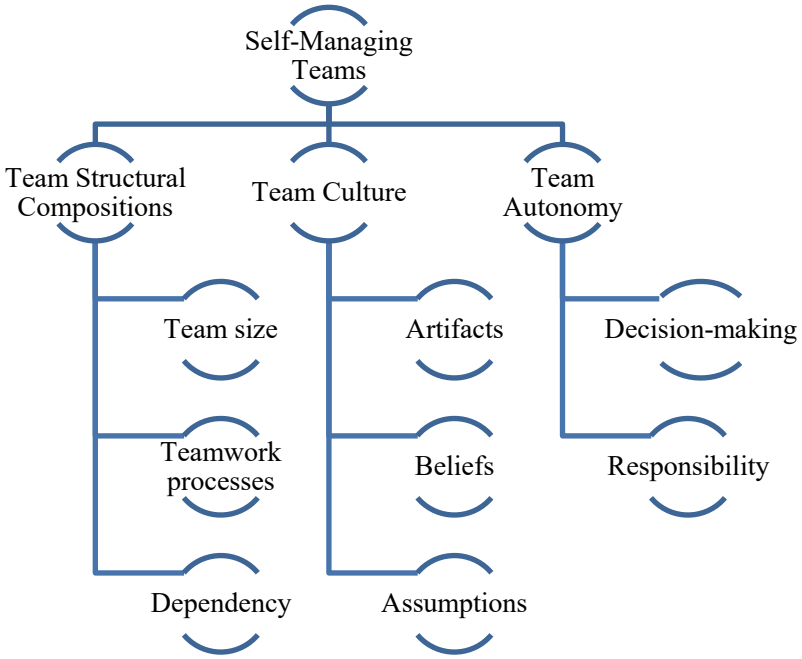

Figure 7: Team autonomy

When a company implements self-organising teams, the weight of control shifts from the top to the lower levels of the organisation, creating concertive control (Barker 1993, 412-413). The autonomy of self-managing teams gives the team the freedom to make decisions over actions that best serve the way they conduct their work. The idea behind team autonomy is that the team is the expert in making critical decisions over their tasks without allowing other stakeholder groups' interests to interfere with the decision-making (Haas 2010, 1005-1006). In the literature, there are three main categories of change mechanisms that self-managing teams have autonomy to decide over, including (1) personnel change, (2) process change, (3) and structural changes (Johnson et al. 2013). In the context of the study, personnel changes could handle role changes within the team, while process changes could be connected to how the team decides to organise their processes. Lastly, team structural changes could be connected to the architecture and integration of work.

Furthermore, Cummings (1978, 627) proposes that team's autonomy is dependent on three different conditions that enhance the team's cooperation, ability to control and take responsibility over goal attainment. These three conditions are task differentiation, boundary control, and task control. Task differentiation refers to the extent to which the team's tasks differ from those of the other organisation, allowing the team to have more autonomy as less information is moved outside of the team. Boundary control handles the extent to which employees can take responsibility over activities inside their working

environment. In boundary control, the team's boundaries are created to the extent that the team understands their work environment where they can make decisions. Additionally, autonomy is created in boundary control if the team can have competent employees to carry out their tasks without any external help. (Cummings 1978, 627). In other words, besides the actual autonomy that the team has over its actions, another crucial aspect of self-managing teams is their responsibility and its extent over those actions they decide to take.

In summary, autonomy is essential for self-managing teams as it allows the team to make decisions that best serve their work without interference from external parties. Team autonomy is expected to be dependent on task differentiation, boundary control, and task control. However, through independence and authority comes responsibility. As self-managing teams are expected to make the right decisions for organisations, they are expected to carry out the responsibility to perform better.

4 Synthesis of the literature

In this chapter, the previously presented literature is synthesised into the key components of the study's theoretical framework, which provides the foundation for understanding the complex interplay of organisational culture, self-managing teams, and the adoption of new work cultures within organisational contexts. In Figure 8, the synthesis of the literature from the previous chapters is visualised, presenting the theoretical ground for the research.

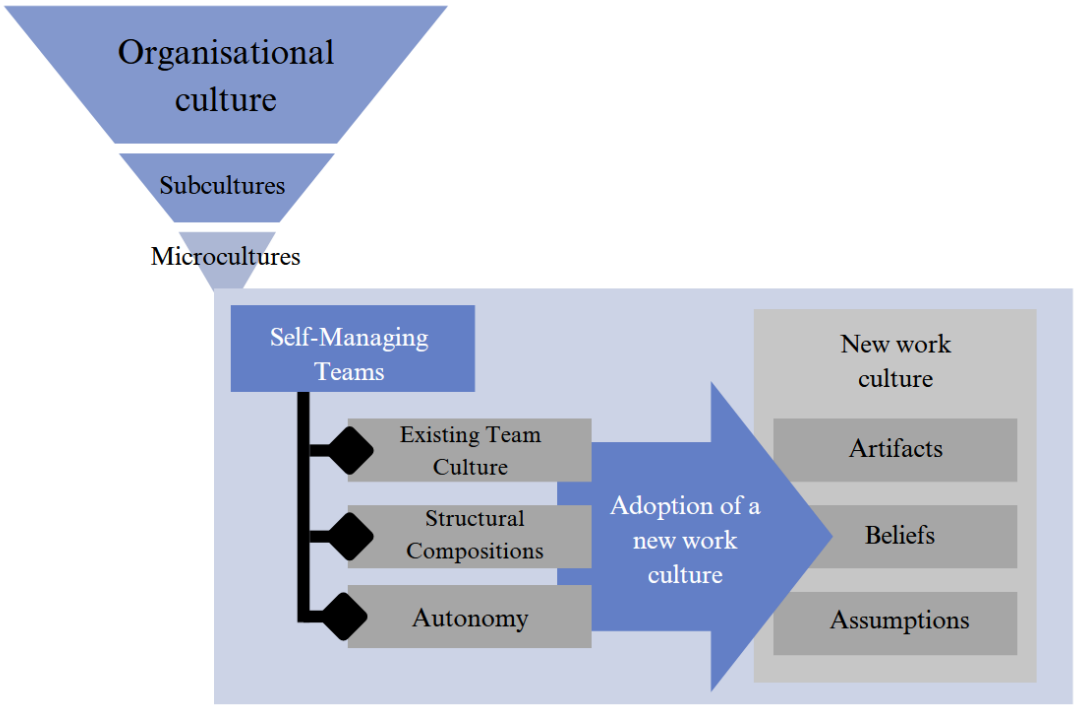

Figure 8: Synthesis of the literature on work cultures within self-managing teams

Figure 8 highlights how the concept of self-managing teams and their microcultures exist in the broader concept of organisational culture and cultural transformation. The synthesis aims to bridge overlapping concepts in the academic discussions to focus on the perspective of work culture inside self-managing teams.

4.1 Team cultures as microcultures in organisations

As described in Schein's (2010, 55-76) work, the concept of organisational culture is used as an umbrella term because it encompasses the various subcultures and microcultures within organisations, which can differ based on factors such as department, occupation or ways of working. Hence, at the top of the theoretical framework (Figure 8) lies

organisational culture, working as an umbrella concept for subcultures and microcultures. Additionally, the study accepts that each of these cultural layers is constructed by their cultural artifacts, beliefs, values and assumptions. (Schein 2010, 55-76; Schein 2017, 17-25).

In this study, organisational culture is studied at the team level by taking the perspective of self-managing teams. By taking this perspective, teams are looked through their microcultures because, due to their autonomy, team members are expected to work closely together while fostering more vital cultural values and beliefs than the overall organisational culture (Meyerson & Martin 1987, 630; Schein 2010, 55-57). Additionally, team members working closely together might have tighter values and beliefs regarding their work methods and practices than their occupational group. Thus, the study assumes that team cultures can be categorised as microcultures in the larger context of organisational culture.

4.2 Microcultures evolving through self-managing teams

As teams can be seen as part of the microcultures, their autonomy reinforces this perspective. Hence, when organisations adopt self-managing teams to introduce new work methods, team cultures are anticipated to evolve (Cohen & Ledford 1994). Especially, due to teams' autonomy, previous and existing structures and team cultures are expected to change differently.

The literature recognised that team structure was an essential dimension regarding self-managing teams and their microculture. Depending on the team's size, teamwork processes and team member dependency inside the team, the culture could change significantly. As described before, the team size affects how well the team can make decisions, while the teamwork processes can structure how the team operates. Lastly, the dependency between team members shows how much each team member depends on others. Based on these factors, the team may be very individualistic or cooperative in its ways of working which could impact its evolving culture. (Nijholt & Benders 2010, 382).

Furthermore, the team is bound to have its underlying team culture, which is constituted by its members' values, beliefs, and assumptions (Schein 2010, 67). Hence, team culture is going to have its impact on the evolving work culture when the team is given the autonomy to decide how they want to conduct their work (Barker 1993). For instance, if

the team values that all team members are early at work, opposing behaviour might be condemned inside the team.

Most crucially in the context of self-managing teams, their autonomy plays a pivotal role. It empowers them to determine how they prefer to approach their work. Consequently, autonomy is the driving force that enables self-managing teams to make decisions distinct from those of others. As previously mentioned, the team's unique beliefs and perceptions, which may diverge from those of other teams, significantly impact their decisions. (Haas 2010, 1005-1006). The variation between teams leads to entirely different solutions regarding how they organise and execute their work tasks.

As described before, organisations are implementing self-managing teams to change their ways of working, since they are believed to be the best experts to make decisions over work efficiency (Nijholt & Benders 2010, 375). As the teams have decision-making power, they are expected to make decisions based on their impacting factors such as the team's structural compositions, team culture and autonomy. Thus the study assumes that since teams gain more independence, it increases their cohesion justifying the argument that self-managing teams could be observed through microculture perspective. Additionally, the study assumes that the defining factors presented in Figure 8, are expected to influence somehow the way team decides to adopt their new work culture.

4.3 Work culture perspective in self-managing teams' microcultures

As culture is a multidimensional phenomenon, fully understanding a team culture can take days, weeks, and even months. Understanding a team's culture can also be hard to detect since each team member has their values and beliefs. However, the aspects that could be thought of as team culture are more related to what is socially accepted within the team through various layers of group validation for behaviour, beliefs, and thoughts (Schein 2017, 6-7). Hence, the individuals' values and assumptions may sometimes differ from the group's perspective (Schein 2010, 25).

Additionally, when research aims to understand culture, sometimes it is better to accept a smaller view of culture instead of trying to understand every aspect of the culture. This study establishes a new concept of work culture to narrow the concept of team culture within self-managing teams (Nicholas 2022). In other words, instead of focusing on understanding the entire team culture, the theoretical framework emphasises only those

parts of the team culture that handle how the team behaves, believes, and assumes about their work. For instance, how does the team see their work, decide to execute it, and make decisions around it (Nicholas 2022) This perspective allows the study to dig deeper how self-managing teams' adopt new work cultures.

To synthesise, work culture is a sub-section of a self-managing team's culture that exists in the broad concept of an organisational culture. Hence, in this study work culture includes Schein's (2010, 1-2) three layers of culture: cultural artifacts, espoused beliefs, and underlying assumptions. The cultural artifacts could consist of work processes, roles, and observable behaviour at the office. While the espoused beliefs and values could consists of values, ideologies, ideals, goals and rationalisations related to teams' work. Lastly, the basic underlying assumptions within the teams' work culture could be as little as when the team expects everyone to be at work, what type of tasks should be handled by whom, who the team leader is, and who the wisest of the team is. Such underlying assumptions about work significantly affect the team culture formulation when teams adopt new work methods as visualised in Figure 8.

5 Research methods

In this chapter, the overall strategy of the research is presented, including the research approach, methods, data collection, ethical considerations, and data analysis. However, it is important to highlight that the validity and reliability of the research are assessed in chapter 8 after the empirical findings have been presented and evaluated, considering the reflexivity of the research process.

5.1 Methodology

This study defines methodology as the overarching strategy for investigating work culture transformation within self-managing teams. The chosen strategy outlines the chosen methods employed for research and data collection, rooted in the philosophical assumptions and paradigms of the research. (Arbnor & Bjerke 2009, 3–21). These assumptions, encompassing ontological and epistemological considerations, lay the foundational structure intertwined with the research objectives. Ontologically, the inquiry centres on "what is?" while epistemologically focuses on "what it means to know?"

The research paradigms are structured as follows:

- *Ontological Paradigm*: Examining the adoption of new work cultures within self-managing teams.
- *Epistemological Paradigm*: Understanding how the researcher can understand the existence of work cultures within self-managing teams.
- *Methodological Paradigm*: Identifying the methods for collecting and analysing data related to adopting work cultures within self-managing teams.

As visible in the research paradigms, the study's overall purpose is to understand how work cultures are adopted, particularly in the context of self-managing teams. As Schein (2017, 6) puts it in his recent research, culture should be seen as something other than a stable social entity. Instead, it should be studied as a dynamic social phenomenon that evolves as the group learns and adopts new ways of working and operating. Hence, the thesis aims to describe the role of self-managing teams in organisational change, exploring team behaviour, values and beliefs that create transformation. Thus, this research uses qualitative research methods to study a complex social phenomenon. The

qualitative research methods enable the research to dive into a large corporation's socially rich cultural environment and capture the social phenomenon in detail, which is supported by the qualitative research design. (Eriksson & Kovalainen 2008, 26–27.)

The study is set within a sizeable Finnish company undergoing an agile transformation, focusing on implementing self-managing teams in its customer service delivery processes. This choice provides a controlled setting to observe variations in work cultures. Additionally, the teams were selected from business departments to explore the shifting use of agile principles in the IT industry. To ensure comparability, four teams from similar customer service processes were chosen within the organisation to distinguish differences in work culture between these teams. This approach enables a targeted investigation into the shift in work culture.

Furthermore, as a young researcher, my approach to this research is not necessarily to construct a new theory but to find new data and contribute to the theory building of self-managing teams in organisational change. Through this approach, the research will provide thick and rich descriptions of the new work culture that the teams have built over time and build a bridge over the practical and theoretical worlds of agile transformations and organisational culture shifts. Hopefully, this research will contribute to the under-theorised area of work culture through abductive work with empirical data and theory. Hence, this research will take a creative approach in going back and forth with empirical data and theory to get closer to a better explanation of the phenomenon. Through such thinking, the empirical data can be interpreted as best suited for the research.

5.2 Ethnographic research

Since this study focuses on investigating how self-managing teams impact the changing work culture, this research will be conducted using ethnographic research methods. According to Eriksson and Kovalainen (2008), ethnography refers to investigating cultures and cultural sense-making through understanding people and their surroundings in their environment. In this case, such thinking would be applied to understanding self-managing teams and their work cultures. Hence, ethnography has been concluded suitable for the study since it has been used for business issues that need short-term observation to gain a deeper understanding of the cultural premises of organisations (Kovalainen & Eriksson 2008).

Furthermore, since the study emphasises the teams' perspective, ethnography provides the research with a family of research methods on collecting data on various levels of the work culture (Kovalainen & Eriksson 2008). According to O'Reilly (2012), Ethnography should be seen more as a theory of how the research should be conducted than a clear, practical guide that can be employed. Hence, the method provides freedom and enables iterative creativity to gain deeper insights into various teams and their working habits. In practice, this means that the team's actions will be observed for various days for a certain period, seeing what happens, what is being talked about and what artifacts can be distinguished from the behaviour and the environment.

By accepting the ethnographic research methods, this study expects varying results from various responders and teams. Additionally, as a researcher, I will adopt an interpretative approach of looking at the social situations to collect rich and detailed data from varying teams and their individual situations. Every team is expected to be at a different stage of its transformation, and hence, their perspectives, feelings, values, interaction, and artifacts may differ from other teams.

My role as a researcher conducting ethnographic research is to study and understand the work culture and practices of a particular group of people inside the organisation. My approach involves immersing oneself in the group's daily activities, observing behaviour and interactions, and gathering data through interviews, observations, and other methods. However, during the research process, as a researcher, I must maintain a stance of cultural relativism, meaning that I need to avoid imposing my values and beliefs on the group being studied. Instead, my aim is to understand the team's perspective and experiences about the work culture. Additionally, while conducting ethnographic research, ethical considerations must be held to the highest priority, such as obtaining informed consent and respecting the privacy and confidentiality of the participants. Through such decisions and guidelines of ethnographic research, I can gain detailed and rich information about the chosen teams to produce a comprehensive and emic perspective on the adaptation of new work cultures.

5.3 Research design

As described in the previous chapter, ethnographic research is a qualitative research method that focuses on studying social and cultural phenomena in real-life contexts.

Hence, ethnographic research requires a flexible research design that allows the researcher to adapt to the cultural context in which they are studying. In this chapter, the research design for the study is discussed, which includes a literature review, planning the research and data collection, iterative data collection, finding connections between literature and data, and highlighting conclusions and new findings as described in the Figure 9.

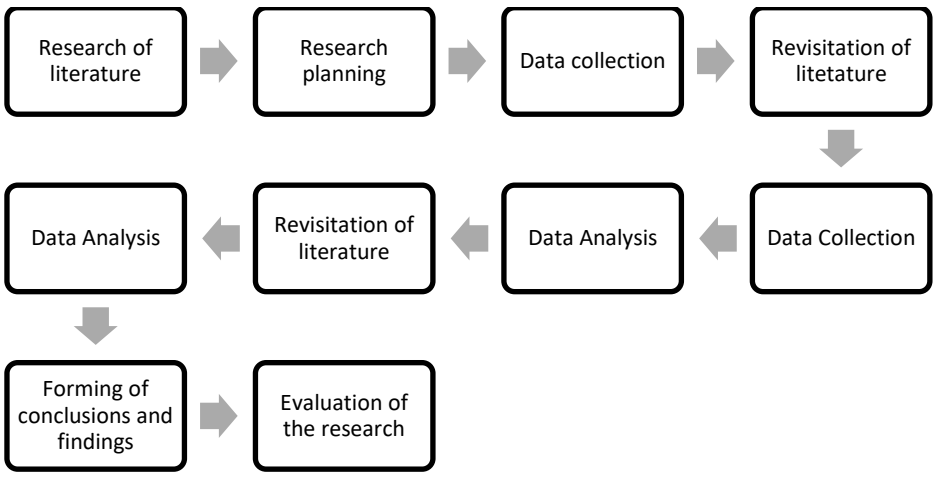

Figure 9: Research Design

In the study's first phase, a detailed review of existing literature was conducted, exploring information and prior studies related to organisational culture, work culture, and self-managing teams. This extensive review was crucial to extract relevant insights from academic texts and establish a theoretical foundation for the study. Given the precision of the research topic, the literature review played a key role in connecting concepts, identifying commonalities, and constructing a cohesive framework that captures the main aspects of the study. In addition, the theoretical framework served as guidance for the data collection and data analysis.

After completing the literature review, the next step involved planning the research and data collection process. The planning included selecting a suitable research site, identifying potential participants, and choosing appropriate data collection methods. As mentioned earlier, ethnographers utilise various techniques such as observation, interviews, and focus groups. Ethnographic research typically involves iterative data collection over an extended period, allowing for revisiting data multiple times (O'Reilly 2012). This approach enabled the study to gain a deep understanding of the cultural context of self-managing teams. Based on insights from the literature review, non-

participant observation was employed as the main data collection method. This method allowed for keen observation of several self-managing teams during their regular working hours, facilitating a nuanced understanding of their work cultures. Throughout the data collection process, emerging patterns and themes were analysed to adapt and refine the research methods as needed. For example, member checking could be employed to validate findings after observation.

Following the data collection, a comprehensive analysis was made to spot out connections between the collected data and existing scholarly works. The iterative process aimed to solidify findings in established knowledge and within the study's context. The data analysis phase involved an ongoing dialogue between the empirical data and the literature. This back-and-forth interaction facilitated the structuring of the presentation of teams' work culture and analysis of empirical findings, enhancing their depth and relevance.

The final step in conducting the research was to present how the study's findings answered to the set research questions and have a discussion with the existing literature. This step aimed to highlight the significance of the research outcomes and their implications for both theory and practice. Additionally, when the process of research was almost complete, the research was evaluated through common validation criteria highlighting the limitations of the research.

5.4 Ethical considerations of the research

While conducting ethnographic research, it was crucial to carefully consider ethical considerations about the chosen research methods, data handling procedures, and the research tools employed throughout the study. Subsequent sections will delve into a breakdown of these components, showcasing the ethical considerations associated with each. The exploration will begin by scrutinizing the ethical dimensions inherent in the research methods, followed by a discussion of ethical considerations related to data handling and the tools utilized in the research process.

5.4.1 Ethical considerations related to research methods.

As the research focuses on investigating the work culture through an interview and non-participant observations, it was crucial to make sure that the research was conducted in a responsible and respectful manner to the participants. In other words, it is important that

the research and the researcher do not cause harm to the participants (Aluwihare-Samaranayake 2012, 65). In this section, I will discuss the ethical considerations specific to interviewing and ethnography and how such challenges were answered.

First and foremost, as interviewing has become a popular qualitative research method, the emphasis on interviewing ethics has become increasingly important. For some time, literature had assumptions that as interviewing aims to understand the human experience it would be automatically more ethical compared to e.g. quantitative studies. However, as the interview is often dictated by the researcher, its ethical concerns should be addressed. (Brinkmann & Kvale 2005, 161- 165). As the sole purpose of the interview in this study was to capture the authentic management experience of the transformation, I had to be careful when considering the power characteristics of the interview situation.

Firstly, the interviewee was provided with basic information about the study and a consent form to gain mutual understanding that the interview answers were recorded. Moreover, as I was aware of the asymmetrical power relation of the interview and the potential of manipulative dialogue by my own research agenda, I decided to formulate research questions in a way that they could be answered with very broad answers (Brinkmann & Kvale 2005, 164). During the interview, the interviewee was allowed to answer each question with a substantial amount of time to provide as authentic answers to the experiences they had. Later, when writing the analysis of the interviews, it was taken into consideration that I possessed a monopoly over the interpretation of the answers (Brinkmann & Kvale 2005, 164). In order to increase the reflexivity of the research results, the interview answers were reflected together with the findings made during the observations to gain a broader understanding of the research's context and make better interpretations.

Furthermore, as the majority of the thesis was conducted through non-participant observations, it was crucial for the ethics of this research that every team member's informed consent was gained through a consent form. As the purpose was to follow the teams throughout their workdays, it was important to clarify to the team members when the observations were being made and what kind of observations were recorded. Through mutual understanding of consent, the risk of involuntary disclosure was mitigated. (Shaw 2008, 404-405). Additionally, the consent form served to apprise team members of the nature of the research and the voluntary nature of their participation. It was also important

to consider the potential consequences of participating in the research and to ensure that team members were aware of their rights and the option to stop participating in the study if they wished.

Another important ethical consideration is the protection of privacy and confidentiality. In an organisational setting, it is particularly important to consider the potential consequences of sharing sensitive information. (Aluwihare-Samaranayake 2012, 70). As a researcher, I must take steps to protect the privacy of team members and to ensure that sensitive information is not disclosed. This may involve using pseudonyms or keeping the identities of team members confidential. Additionally, cultural sensitivity is crucial in the ethnographic research of teams in organisations. Teams are made up of individuals with diverse backgrounds, beliefs, and values, and the researcher must be respectful of these differences (Aluwihare-Samaranayake 2012, 71). Hence, I must avoid imposing my own values and beliefs on the participants and rather strive to understand the perspectives and experiences of all team members.

In conclusion, ethics in ethnographic research of teams in organisations requires careful reflection and consideration. By following ethical principles, I can ensure that the study is conducted in a responsible and respectful manner and that the dignity, and rights of the participants are respected. Ethical considerations must be considered throughout the research process, and as a researcher, I must continuously reflect on the implications of my actions and decisions.

5.4.2 Ethical considerations related to data handling

Another ethical concern revolves around safeguarding the confidentiality of research participants while still harnessing the research data effectively to meet the study's objectives. Hence, the ethical considerations associated with the research methods employed in this study place equal emphasis on the significance of proper data handling and management.

As the primary guideline for this study, The Finnish Code of Conduct for Research Integrity and Procedures for Handling Alleged Violations of Research Integrity in Finland is used to set the basis for data management (Keiski et al. 2023). Thus, as per standard practices in qualitative research, the data collected is confidential to the study, meaning that only the researcher has access to the raw data for a restricted time informed to the

participants in the consent form. Additionally, due to the sensitivity of the data, additional assurances are provided to the participants explaining how the identifying factors will be sealed from the data during the data analysis process (Ross et al. 2018, 139). The confidentiality of the data is maintained by implementing safeguarding measures. Specific details about the teams are deliberately withheld; for example, team sizes or names are not disclosed to prevent identification of the teams under study.

Moreover, as a challenge to anthropological data such as field notes, the data might be impossible to censor without losing important information (Ross et al. 2018, 143). However, to tackle this challenge, identifying data has been sealed with similar but different terms, such as the team or role names. This approach ensures that the data stays rich and in detail to the context while protecting the participants' privacy. In this study, the integrity and accessibility of the data is protected by encryption and secure storage protocols. These measures not only prevent unauthorised access but also enhance the trustworthiness of the findings. The data was stored in a password-secured computer provided by the collaborating organisation. After a mutual agreement with the company and participants, the data was destroyed after 3 months of storage and the computer was returned to the organisation.

5.4.3 Ethical considerations related to research tools

Finally, with the beginning of new technological tools that support researchers, it is crucial to outline their role in this study. External tools such as Grammarly and ChatGPT have been used to correct spelling mistakes and enhance the readability of the text. In practice, these research tools have only been used on ready-written text to enhance its clarity, and no text has been generated through them. Additionally, it is essential to note that these tools have been used careful consideration. Their suggestions for grammar correction have been carefully considered within the broader context of the research. These tools might not always grasp the depth aimed to achieve through human writing. Therefore, as a researcher, I have maintained a thoughtful approach to ensure that the tools enhance writing rather than compromise the content or quality of the study.

5.5 Data collection

This chapter introduces and explains the data collection methods used in the study to interview and observe the work culture change. As the research is conducted as

ethnographic research, there is a range of methods to pick from rather than a specific guideline to conduct the research. Hence, in ethnographic research, it's good to look back at the theoretical frameworks and gain some guiding perspectives to plan how the data collection should be conducted. (O'Reilly 2012).

In this research, data collection has been divided into two phases to analyse the motives to use self-managing teams and observe how the teams have adopted new work cultures. These two different phases are divided into (1) an expert interview to describe the setting and the expectations of the management on the transformation and (2) an observation phase where each team's microculture is observed and analysed to see how each team has decided to adopt a new work culture. After the observation phase, the research setting was visited to ask verifying questions from the teams to strengthen my findings. In the next sections, each of the phases is described to further justify and analyse the decisions.

5.5.1 Phase 1: The expert interview on management perspective

The first part (Figure 10) of the data collection involves interviewing an expert about the premise and organisational transformation that was executed in 2018. This data collection part aims to recognise the structural changes made around the teams to guide them towards new work cultures. The structural parts of the change are essential because, as previous literature has shown, even if self-managing teams are highly autonomous, their decisions and behaviour are influenced by the decisions made by management (Page et al. 2020, 2). In other words, the expert interview aims to understand how the change was planned and what was the aim of the transformation. By interviewing the expert, the management's perspective can be understood better to gain insights on the role of the self-managing teams in the transformation.

Figure 10: Data collection, an expert interview

In practise, the interview was conducted with a person who was executing the organisational change program and was heavily involved with the process of implementing the agile methodologies into the teams. The interview was conducted as a semi-structured interview with a set of open-ended interview questions about the events

happening during the transformation, what operational changes were implemented, and how the management saw the role of the teams in the middle of it all. The questions were left open-ended so that the interviewee could describe the situation with as much detail as possible to gain a rich, detailed understanding of their experiences. Additionally, from the open-ended questions, the purpose was to see how much pressure was put on the teams to carry out the work culture change. Because the answers were expected to be long and narrative, the interview was recorded with the consent of the interviewee to visit and relisten to the interview answers later.

The interview questions were drafted based on previous literature and highlighted the cultural change that was happening inside the organisation.

Interview questions:

- Could you describe the journey to the new work culture?
- What type of changes were the company looking for in the organisational change?
- Could you explain how the organisational change was planned to be executed?
- How would you describe the role of the teams in the new work culture?
- What type of operational changes were conducted around the teams before making the self-managing teams?

5.5.2 Phase 2: Observing Teams during Rituals Related to the New Work culture

In this study, four teams were chosen from customer service operations to gain a perspective outside from IT development. the teams were chosen because they came from similar processes while being from different parts of the organisation providing holistic information from the team's working in the organisation.

Figure 11: Data collection, observation phase

During the second phase of the research (Figure 11), teams were observed in their natural working environment through Spradley's (1980) three levels of observation described in Figure 12. Firstly, the research setting was identified through general observations. In the context of this research, the research setting was going to be used to limit what is considered part of team's daily work activities and what was not. For instance, notes were made of where the teams' worked, who were part of the team and how they worked. However, the lunch hour was not concluded as part of the research setting. Moreover, during the focused observations, more interesting areas and interactions would be focused meaning that the teams' activities and rituals related to the new work culture were observed. Then, the most interesting areas were going to be pinpointed through selected observations meaning that specific interactions and conversations were captured to highlight deeper levels of culture.

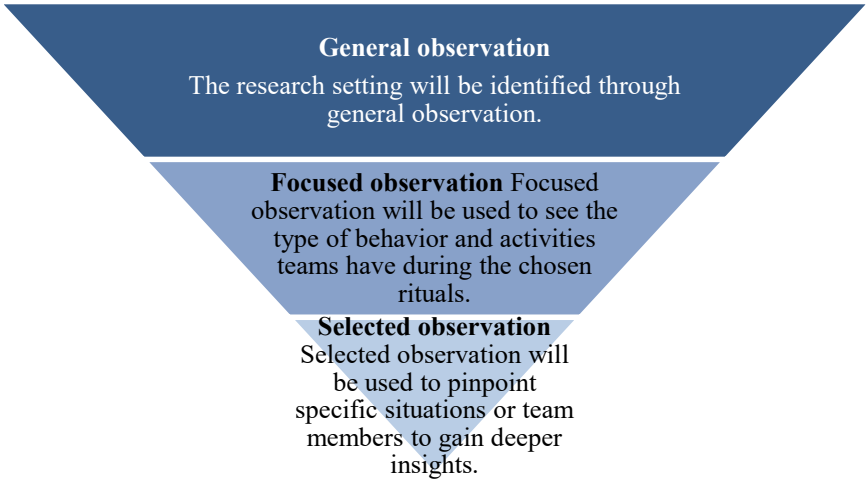

Figure 12: Spradley's (1980) levels of observation

Furthermore, during the observations, I took a non-participant role to capture the most authentic description and data of the current work culture inside each team through field notes. The researcher's influence decreases on data by taking a non-participant role in the observation process. This is crucial to unlock and fully observe the different levels of the culture (Spradley 1980). Additionally, when taking Schein's (2017, 17-30) perspective on the different cultural levels of the team work culture, some levels of the culture are not expected to be captured through talk. Hence, the behaviour and interaction inside the team should be observed to gain a broader understanding of the socially complex phenomenon.

5.6 Data analysis

Since this study uses two different ways of collecting data, each of the data collection method utilised their own ways of data analysis. In this chapter, the methods for data analysis are described to provide and understanding how the data was handled and processed to create the research results.

5.6.1 Analysing the interview

To gain narrative like answers, a semi-structured interview approach was chosen to capture the story of the organisation's transformation in 2018. Throughout the data analysis process, maintaining coherence and chronology in portraying management's perspectives on the transformation was essential, employing aspects of discourse analysis (Eriksson & Kovalainen, 2008). Simply put, key points highlighted by the management were coded during the analysis of the interview responses, leading to a content analysis approach (Eriksson & Kovalainen, 2008). The content analysis approach involved identifying important aspects of the management's motives and interpreting their meanings to effectively present the interview results. The analysis aimed to showcase the story of the organisation and provide management's perspective and motives for using self-managing teams.

5.6.2 Analysis of field notes

In ethnographic research, information is collected in many forms while aiming to synthesise what the researcher has heard and seen. Often in research, the researcher wants to take the analysis further than just describing and analysing the data. They want to try to make sense of how certain situations, phrases and phenomena fit together. Only after conducting an in-depth data analysis can the results of the research be presented to others. (O'Reilly 2012, p. 181-180).

As previous ethnographic researchers, I took a very iterative-inductive path in conducting my research and the data analysis. There is not one correct way of analysing ethnographic data, especially when the process of the research might require the researcher to go back to the field after one part of the data analysis has been conducted. Additionally, sometimes, the available data does not directly highlight the hypothesis, which requires the researcher to interpret and analyse the data even after the fieldwork to write down and

capture what they have experienced during the fieldwork. Hence, in ethnographic research, the actual data analysis and data collection are interlinked with each other throughout the process of the research, as O'Reilly (2012) describes it:

> Analysing involves making some sense of it all. This includes sorting, summarising, organising, translating, and eventually turning a mass of data into a coherent argument that will be presented to a diverse range of audiences (O'Reilly 2012, 186)

As the majority of the research's data was collected through field notes, O'Reilly's (2012, 186) quote of the data analysis was always kept close to the process. Hence, conducting the field note analysis involved a deep exploration of the data to see the obvious and not-so-obvious findings. Additionally, it required me to stand back sometimes and go back to the field to gain further insights into each team's work culture until patterns started to emerge to support my thinking and theorising. Due to the adaptive and flexible data collection of ethnographic research, in most cases, the data collection started with thinking. In ethnographic research, the researcher wants to collect as much observed data as possible to later on make sense of the things that they have observed, much like in this study.

After iteration process, the data was compared to the research's theoretical framework and the Schein's (2017, 17-25) three levels of culture to categorise the field notes. Each field note or parts of field notes were coded to each category based on its contents (Eriksson & Kovalainen 2008, 128). In the end, a description of each team's cultural structure started to form, which was later written and visualised as presented in the chapter 6.

6 Empirical findings

In this section, the premises of the work culture change and the adaptations of each team's work culture will be presented. Direct quotes, field notes, and tables are used to summarise and analyse how each team has adapted to the new work culture through Schein's (2017, 17-25) three levels of culture.

6.1 The transformation

It is essential to understand the environment of the self-managing teams and their journey to the current point in time, especially how the organisation had planned its transformation towards implementing agile methodologies and self-managing teams in its business operations. To understand the teams' journey and environment, an interview was conducted with one of the key personnel thriving the change in the organisation. The specialist's role was to help the management plan and implement the transformation to the business operations. Thus, the interview aimed to chronologically describe the premises and purpose of the transformation from the management perspective.

> The organisation started its agile journey before 2018, by planning how the company would be able to harness agile methodologies through self-managing teams. The main point with this type of change was to decrease the bureaucracy and make the business more adaptable to external changes. (Specialist, interview 15.2.2023)

From the specialist's description, the organisation seemed to have distinguished the benefits of implementing agile methodologies and self-managing teams. As described in the existing literature, the organisation wanted to achieve a flatter organisational structure and increase efficiency through the transformation (Nijholt & Benders 2010, 376). In order to achieve the change, the specialist mentioned two critical factors to achieve such transformation.

> The change was going to be significant. Just the fact that middle managers' role would shift to more of a HR role, was going to have a huge impact on the teams. Through such changes, they would have to learn to be more independent. Simultaneously, more supporting, and coaching roles such as Agile coaches would be added to support and guide the teams inside the organisation. (Specialist, interview 15.2.2023)

Considering what was mentioned in the literature review, this remark describes how the organisation would implement the shift in its control system by delegating managerial

power to the teams. However, an interesting remark was that besides changing the role of management, the organisation had decided to implement supporting roles outside of the teams to guide and support the transformation.

> ... the supporting roles were added to answer the upcoming need of support that the teams would be experiencing. (Specialist, interview 15.2.2023)

Besides the provided supporting roles, the start of the transformation seemed confusing for many teams because they were used to the support of the middle management, especially when making decisions. The confusion led to some teams needing more support than others. Additionally, when the presence of the middle manager was removed from the team, some void was created within the team, including how they operated.

> Some teams took the change well since they were self-oriented already. However, the change was rough on other teams since they relied on the managers capability to manage and prioritise work for them if the team ever felt unsure. Also, as the teams gained more authority from the organisational restructuring, the social navigation of how to split holidays among team members or how to conduct work were discussions were had often. (Specialist, interview 15.2.2023)

After interpreting the void that the middle management had created, it seemed that after the role of the middle management was changed, it created a control void in the organisation. In other words, the management had provided control and structure in the teams' work, creating security and routines in how the teams operated. Now that the middle management was only responsible for HR responsibilities, the teams had to deal with this void by orchestrating how they worked and making decisions within the organisation, creating the change the management wished for. Thus, it became apparent that management intended the change to stem directly from the actions taken by the teams, clarifying their essential role in the transformation.

> The role of the self-managing teams was to work as experts who used the support and guidance from management to build better and more adaptive work models for themselves that would eventually make the organisation more agile. (Specialist, interview 15.2.2023)

In other words, management believed that the change in the team's work culture would eventually influence the whole organisation's culture. To achieve this, they made multiple changes around the teams to foster their behaviour in the right direction.

> Hmm... there were multiple changes done around the teams. First of all, the traditional middle management was removed. Then, the teams were told they had more authority to decide on their work methods. Then, Agile coaches were added to their daily work, and finally, they were allowed to decide their yearly objectives themselves. Also, during this time, the agile working principles were shared with the teams so they could use and implement them in their ways of working. There were many changes in one year, and it was clear that only some were comfortable with them. (Specialist, interview 15.2.2023)

From the interview, the management making the decisions had some idea of what type of responses they would get from the teams. For instance, they expected some teams to need a middle manager to help them build their working structure. Hence, they provided supporting roles and agile principles for the teams to give them the blueprint for how they could operate. However, they also left some aspects more ambiguous, such as the teams' authority to give them more room to think about how they would create the best work model for their team.

In summary, the management believed that the organisational change was achieved through restructuring the organisation and making changes around the teams to free their potential to transform into more adaptive and flexible groups to answer to the changing external environment. However, as noticed from the support mechanisms provided for the teams, they expected that some teams would need more support than others. With time, each team has developed its perception and ways of working within the new organisational culture. After understanding the transformation made to achieve the potential of these teams, now in the following chapters, the empirical findings will go through the findings of each chosen team and present how each of these teams decided to adopt their new work culture within the organisation.

6.2 Tribe Team

The first team under observation was named the Tribe Team. It included no fewer than ten members and was responsible for the whole process of their client services. According to the team members, the majority of the team members had been with the team for a while, and most of them had been part of the team when the organisational restructuring happened in 2018.

Noticeably, from the first observed moments, the team's work culture fostered continuous visible cooperation and communication, differentiating the team from others. In other

words, the team's culture encouraged creativity, adaptability, and flexibility based on the first observations. Additionally, the empirical evidence showcased that such cooperation and continuous discussion encouraged the team to develop their working methods naturally in their everyday work life. Hence, it was no wonder that the team was interested in participating in the study and learning more about the work culture inside their team. In the next chapter, the team's observations are analysed and categorised under Schein's (2017, 17-25) three levels of culture.

6.2.1 Artifacts

From the first days of observation, the team showcased that their visible work culture was very informal. At first glance, it was not easy to identify what type of processes and roles the team had in place since their behaviour was very tribe-like. The interaction within the team seemed natural and fluid. As highlighted in the following field note, necessary structures were created throughout the workday through discussions and collaboration between team members.

> It was noticeable that the team members had the habit of arriving at work early in the morning. The open office space was filled with bubbly conversations of the previous day at work before the first meeting. It was clear that a significant part of their everyday work conversations was made through less formal conversations throughout the day. Such active interactions between the team members seemed to spark iteration of work processes and knowledge sharing between team members. (Field note, 27.2.2023)

From the team's observed behaviours, it was apparent that the group cultivated a culture of high psychological safety. Members felt at ease expressing concerns or addressing barriers within their work to their colleagues. This openness facilitated collaborative problem-solving and contributed to more informed decision-making, ultimately enhancing overall work efficiency.

The observations also revealed the team's positive social dynamics at an individual level. Team members seemed to share a level of familiarity that went beyond typical professional relationships. Their interactions mirrored those of close friends rather than mere coworkers. This unique bond, characterized by genuine connection, likely played a pivotal role in fostering a supportive and cohesive work environment. Such interpersonal dynamics can be crucial in promoting effective communication and cooperation among

team members while nurturing their new work culture. However, the team's close-knit dynamics unveiled additional layers of protective elements within their work culture.

> After participating in multiple team rituals, it was noticeable that the team had very free and relaxed team behaviour when the team members were with each other. There was no need of formal structures to divide work tasks since everybody participated in the active discussions. However, when the team rituals included stakeholders, the team took a collective and formal stance to address how well they were dealing with their work activities. It seemed as the closer the team members were, the more they wanted to protect their right to make decisions and culture inside the team. (Field note 29.2.2023)

Field note 29.2.2023 revealed that the team made a notable commitment to safeguarding its unique culture, driven by the close bonds among team members. The safeguarding reflects a shared understanding of the culture's positive impact on teamwork and effectiveness. The team recognises its distinct way of working as a key asset and is committed to preserving it.

After immersing myself in the team environment, a precise observation emerged. Although the team's work culture was informal, their approach to organizing work activities was surprisingly systematic. In response to the tasks that the team handled, they implemented a thoughtful organisational structure.

Acknowledging the multifaceted nature of their work, the team strategically divided its members into three smaller teams. This division was not arbitrary but based on the perceived importance of different work activities. Each of these smaller teams was tasked with handling specific aspects of the team's responsibilities, creating a streamlined and focused approach to their collective efforts.

> We have decided to divide our work tasks into three different categories that that form three mini teams inside our team. The purpose of these mini teams is to rotate our work tasks equally to increase learning inside our team. (Team Member, interview 29.2.2023)

What differentiated the team from others was their innovative approach to rotating these smaller teams periodically (Figure 13). This deliberate rotation system ensured that every team member had the opportunity to engage with each set of activities over time. By doing so, the team not only maximizes individual skill development but also fosters a holistic understanding of the entire workflow among its members.

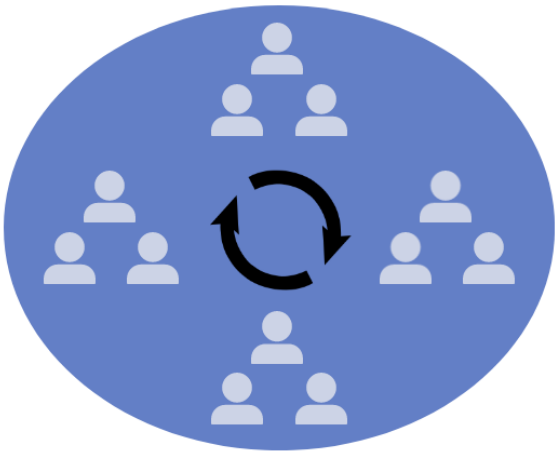

Figure 13: Structure of the Team Tribe

In practice, it was evident that Tribe Team aimed for each team member to be proficient in executing every task within the team, with a clear emphasis on equitable task delegation. Empirical evidence highlighted that the implementation of work rotation facilitated a high level of cooperation among team members. This approach ensured that everyone could assist one another effectively, contributing to a culture of mutual support and collaboration within the team.

As the team had high task rotation, they had chosen to support the task rotation by creating two facilitating roles inside the team. The roles were meant to facilitate learning and workflow. One knowledgeable team member has the role of overseeing the learning and development of the team. The other role inside the team is to facilitate the team rituals and other parts of the process to make the workflow seamless.

> Even if the team had decided to have special roles with specific responsibilities for certain team members, their presence did not differ from other team members. (Field note 29.2.2023)

Table 3: Roles of the Tribe Team

Role	Description	Duration
Role responsible for team learning	Responsible for facilitations of team learning	Permanent
Role responsible for workflow facilitation	Responsible for following the work situations and facilitating better workflow	1 year

Tribe Team's team roles clearly worked from the background without taking too much of a leadership position inside the team. The team roles have been summarised in Table 3.

The roles are meant to support the team's work performance without creating more hierarchical levels inside the team.

> Whilst observing the team's daily meeting, the role of the work facilitator asked the other team members to inform if they had experienced any obstacles in their work. After, the facilitator continued to help team members to delegate their workload evenly between team members. (Field note 29.2.2023)

Despite assigning responsibilities based on team roles, the team members holding these roles were perceived as equals to those without designated roles. The equality created a sense of parity among team members, challenging the expectation of a hierarchical distinction between those with roles and those without.

A parallel observation emerged while examining the role responsible for facilitating learning within the team. Contrary to the anticipated role of the facilitator as the sole creator of meeting materials, it was noted that the facilitator actively encouraged various team members to contribute cases from their daily work experiences.

> Presently, I am engaged in the observation of a team learning meeting. The designated learning facilitator took the lead by prompting team members to share instances of challenging cases they had encountered. Subsequently, one team member presented a particular case, and the team collaboratively addressed it. Notably, the team's teacher assumed the role of holding the correct answers, guiding the discussion by posing questions to other team members regarding their proposed solutions to the specific issue. (Field note 30.2.2023)

Based on this observation, it became evident that the team was inclined towards self-education, seeking insights from contemporary cases directly relevant to their work and learning together as a team.

Moreover, the empirical evidence highlighted the significance of team rituals as integral components of the team's visible and tangible structures and processes. These rituals encompassed all team meetings and organised gatherings. Within the team, these rituals were categorised into three distinct types of gatherings, shown in Table 4.

Table 4: Team rituals of the Tribe Team

Team Rituals	Description	Frequency
Daily meeting[1]	Team goes through the current work situation	Every other day
Weekly meeting	Team and different stakeholders gather together to share information between functions and departments.	Once a week
Learning meeting	Team goes through previous work activities to learn from them.	Every other week

The team rituals are crucial since they allow teams to structure and process their communication through different channels. For instance, the daily meeting seemed like an important channel to communicate the work situation with the whole team.

> The daily meeting seemed like the main formal communication channel for the team members to gather up go through their work situation together. During the meeting, the atmosphere was relaxed, and jokes were being said among the team members. However, it was visible that the point of the meeting was to go through the current work situation and split the workload equally between team members (Field note 28.2.2023)

The team implemented a daily meeting as a central component of their internal communication strategy. This meeting served as a platform for both information exchange and task delegation, particularly focusing on addressing critical tasks that required immediate attention within the day. Clearly, the team's culture was characterized by a proactive approach, where team members were encouraged to be continuously aware of the prevailing work dynamics. This emphasis on staying up to date with current work situations contributed to a responsive and adaptive team environment. By regularly convening for the daily meeting, team members had the opportunity to discuss and prioritize tasks, ensuring that everyone was aligned with the most pressing issues and goals for the day.

Furthermore, as the team members discussed with each other during the daily meeting, they decided to bring all the most relevant information to their stakeholders through the weekly meeting.

> When participating the first Weekly meeting, it felt much more formal than [1]the rest of the team rituals. The meeting was started by welcoming internal

[1] The teams had kept the meeting name as daily meeting regardless of its frequency.

> stakeholders to the meeting and going through the overall work situation with them. After the stakeholders were given their turn to communicate their tasks that were related to the team's workload. The language that the team members used in the weekly was more restricted and scarce compared to how the team expressed their feelings in daily's (Field note, 29.2.2023)

To further analyse this difference between the daily and the weekly meetings, the team was later asked whether they noticed the difference in their behaviour. One of the team members described that such behaviour was planned to control their communication.

> We don't like to say that the work situation is good because it may add pressure from other departments to do more work. However, we prefer saying that work situation is under control to emphasise that we do have work, but we can manage the workload. We try to foster this habit to highlight outsiders that even if sometimes we have a good work situation, we still have work to manage every day. (Team Member, interview 29.2.2023)

As an interesting remark, the team approached communication differently with their external stakeholders than their team members. Despite their internal openness, the empirical evidence revealed that the team demonstrated contrasting behaviour when interacting with external parties. In this context, the team displayed a preference for maintaining control over the communication process and a desire to safeguard their established work culture.

Moreover, the empirical evidence showcased that the team is intentional about managing its flow of information to external stakeholders. The approach may be driven by a strategic decision to preserve their autonomy and independence concerning their workload and decision-making processes (Haas 2010, 1005-1006). By maintaining control over external communications, the team seeks to ensure that its internal dynamics, work culture, and operational autonomy remain intact and are not unduly influenced by external factors. Hence, the stakeholder communication reflects a deliberate effort by the team to strike a balance between internal openness and external control. The team recognises the importance of presenting a cohesive and controlled image to external parties while upholding the internal values and practices that have proven successful for them.

Later, during the observations, I had a final chance to participate in the team's learning meeting. During the meeting, my previous interpretations were strengthened. While

observing the team, it was visible that the psychological safety inside the team was high and that the team members were very comfortable with each other.

> During today's team learning meeting, psychological safety was evident when the learning facilitator prompted members to discuss challenging cases. A team member bravely presented a complex case, and what stood out was the teacher's role. Instead taking an authoritative position, the teacher guided the discussion by posing questions to other team members about their proposed solutions. This exemplified the team's view of equality, where the designated teacher treated everyone as peers, regardless of their varying levels of expertise. For instance, when addressing a diagnostic challenge, the teacher didn't provide immediate answers but encouraged input from all members, acknowledging the value each brings to the discussion. (Field note 30.3.2023)

As an interesting remark, the team approached communication differently with their external stakeholders than their team members. Despite their internal openness, the empirical evidence revealed that the team demonstrated contrasting behaviour when interacting with external parties. In this context, the team preferred maintaining control over the communication process and a desire to safeguard their established work culture.

Moreover, the empirical evidence showcased that the team was intentional. In the learning meeting, high psychological safety was apparent. Guided by the learning facilitator, the team members openly shared challenging cases, and in this interaction, a team felt comfortable sharing a problematic case in their experience. Regardless of the different levels of expertise, everyone wanted to share their opinion and solution to the case. Even if some solutions seemed more common than others, the final solution was forged from everyone’s view on the case. The learning meeting indeed highlighted the equality between the team members and the psychological safety the team achieved throughout the years.

Based on observations of the team’s cultural artifacts, a summary was made to gather all the relevant findings of the Tribe Team. Table 5 summarises the cultural artifacts visible in the team’s work culture.

Table 5: Cultural artifacts of the Tribe Team

Cultural Artifacts	Description
Observed behaviour	• Team has very bubbly and relaxed group dynamics • The team possessed high communication and adaptive approach to work • Protective and cohesive communication approach to stakeholders
Visible and feelable structures and processes	• Team structure is divided into three mini teams based on work task priority • The team has two special roles dedicated to learning and facilitation of the work process • The team rituals include daily every single day and weekly once per week and a learning meeting every other week

In summary, the team showcased a distinctive tribal culture, where the strength of their cohesion, communication, and adaptive work approach took precedence over complex processes and structures. Unlike traditional setups, the team relied on their robust interpersonal dynamics and fluid communication style to navigate and execute tasks. The few structures in place were not strict frameworks but rather served as complementary elements that supported their already thriving work culture. This nuanced approach allowed the team to blend the best of both worlds, leveraging their close-knit relationships and flexibility to adapt to the demands of their work environment. The team's success was not anchored in strict protocols, but rather in their collective ability to function as a cohesive unit, demonstrating the power of a tribe-like approach to collaborative work.

6.2.2 Espoused beliefs and values

After examining the cultural artifacts tied to the team's work environment, the next phase involved delving deeper into the espoused beliefs and values underpinning their work culture. These observations required an extended period of immersion with the team, closely scrutinizing the details of their work processes, the nature of interactions among team members, and the subjects of their conversations. This approach aimed to unveil the implicit principles and shared convictions shaping the team's approach to work, providing

a more nuanced understanding of the underlying cultural aspects. When it came to the team's values, it was visible that transparency played a key role in the team's values and beliefs.

> Whilst observing the team's daily meeting, it was evident that the team had a culture of transparency regarding their assigned work tasks. Each team member's individual assignments were visible to the entire team through their Excel tool, indicating that they were not afraid to share their progress and updates with their colleagues. (Field note 30.3.2023)

Through transparency, the team was able to grow their trust towards other team members. The clear visibility of each team member's progress on their workload fostered a sense of reliability and dependability within the team. The transparency had not only created a tangible awareness of individual contributions but had also cultivated a shared understanding that team members could rely on one another. The increased sense of mutual trust has, in turn, fostered a cohesive team spirit, with members feeling aligned and collectively working towards a shared goal.

The team's strong unity at work was not only supported by transparency but also by a shared sense of equality among its members. This fairness was clear in how the team worked together and was also highlighted when they were asked about what they valued most in their work culture.

> I feel that regardless of your skill level inside the team, every team member is treated as equals and everyone can ask anyone help without stressing about it (Team member, interview 13.4.2023)

> Sometimes we even say out loud that it was good that the problem was being presented to the team since someone else might be struggling with the same issue (Team member, interview 13.4.2023)

The empirical evidence made it evident that team members fostered significant trust and respect for each other, regardless of their differences. Within the team, a noteworthy level of psychological trust was apparent, as members felt comfortable openly sharing their concerns and collaboratively addressing them in a work setting.

Furthermore, the empirical evidence highlighted that the team's shared values and beliefs fostered a cohesive working environment, resulting in synergies between their working ideology, aspirations, and goals.

> After observing the team for an entire day, it was apparent that their strong communication and collaborative approach while working were focused on providing their clients with speedy service and expert guidance during a busy day. Despite a heavy workload that appeared to stretch their resources, each team member relied on one another to complete tasks without sacrificing the quality of their work by working overtime. This indicates that the team prioritized both efficiency and excellence to achieve their goal for the day. (Field note 29.3.2023*)*

Given this observation, a question was later presented to the team on how they saw their team aspirations, to which they responded:

> Our aspiration is to do our tasks and serve our clients as fast as possible (Team member, interview 13.4.2023)

In examining the observations and answers, it became evident that the standard quality of the work is more of an underlying assumption than an aspiration. Instead, the team felt that to succeed, they had to excel in service speed. To further clarify and validate the finding, the team was later asked to describe what they thought was the most crucial aspect of their work to their clients.

> We like that we can set our own goals, since we know our work the best and we know what our clients value and that is time (Team member, 13.4.2023)

The empirical evidence supported the view that the high quality of the team's work was more of an assumption than an active goal that they pursued. From the observations, it could be grasped that the team aspired to do their work as fast as possible through cooperative work.

As the team had extreme, visible values in their work methods and clear goals and aspirations regarding what to aim for, rationalizations would also happen easily within the team. In other words, it would be expected that compromises and agreements within the team would occur easily, given that the team members had such strong common ideologies about how work should be conducted.

> During my day of observations, the team had gotten a task from management to assess how self-managing the team was and whether they would need external help to understand the boundaries for decision-making inside the organisation. It was interesting to notice that even if the team had very strong shared values, the team members possessed multiple different opinions of what self-managing meant to them. From discussion the team was able to make consensus of the level of their understanding by asking each team member one by one about their opinion (Field note 7.3.2023)

Additionally, as the discussion flourished between the team members in everyday work life, it was easy to think that the team ideology would lean towards democratic rationalizations of work-related decisions. To further deepen the understanding of how the team reasoned and rationalized work matters as a team, they were asked to describe their methods of achieving a common consensus.

> The way we rationalise things really depends on the magnitude of the matter. For instance, if we are deciding about who is going to take and which work task, we trust the persons knowing most about the tasks to make the decision. However, if the matter is a big change to the work processes that we have designed we even prefer going through everyone's opinions and even voting about disagreements (Team member, interview 13.3.2023)

How the team navigates problems or challenges in their work life unmistakably demonstrates the trust and equality shared among all team members, enabling them to make decisions and express opinions about team matters. Additionally, these values uphold a democratic approach to rationalizing and decision-making within the team, adeptly avoiding causing negative emotions. In the Table 6, the key findings of the team's espoused values and beliefs are highlighted based on the made observations and questions.

Table 6: Espoused beliefs and values of the Tribe Team

Espoused Beliefs and Values	Description
Ideals, goals, values and aspirations	• High work task transparency • Strong feeling of equality • High psychological trust • Strong team spirit • The team wants to provide high quality considerably fast according to their clients needs
Rationalisations	• The team trusts each other to make the right decisions for the team • With significant decisions, the team goes through discussions and decides by voting
Ideologies	• The team uses self-management to make fast and continuous decisions to better their service on the go • The team beliefs that the best way of conducting the work is by every team

	member knowing how to do each part of the work process

In summary, the team's work culture is marked by a combination of values and goals that contribute to a collaborative and efficient work environment. High work task transparency, a strong sense of equality, and elevated psychological trust build the team's commitment to open communication and mutual respect. The open communication was further complemented by a strong team spirit and a shared objective of delivering high-quality work swiftly to meet client requirements. The team's rationalization processes emphasise trust and inclusivity, with decisions often made through discussions, showcasing a democratic approach to problem-solving. The team's use of self-management for agile decision-making reflects an adaptive and proactive strategy.

6.2.3 Basic underlying assumptions

As mentioned in the theoretical framework, the fundamental underlying assumptions constitute the most profound level of culture, often residing beyond immediate observation (Schein 2010, 29-30). Typically, these assumptions operate on a subconscious level, deeply ingrained in team interactions and behaviour. Consequently, researchers contend that comprehending a culture's underlying assumptions may require an extended period, sometimes spanning months. Thus, it is notable that only glimpses of the Tribe Teams' underlying assumptions were perceptible in the following findings.

One of the most notable underlying assumptions shared by team members revolves around the cohesiveness of the team. This assumption is deeply ingrained in the team's interactions and behaviour, reflecting a perspective that extends beyond mere colleagues – team members view each other as more than professional associates.

> ... it is noteworthy that team members liked discussing personal matters with their colleagues, engaging in the sharing of their respective experiences in managing aspects of their personal lives... (Field note 6.3.2023)

The team's comfort in discussing private matters indicates a level of familiarity and trust that goes beyond the typical professional relationship, emphasizing a genuine and close-knit team dynamic.

A specific insight into the team's underlying assumptions revolves around their perception of work quality. While explicit discussions about the quality of their work are rare, the

team's consistent actions demonstrate a shared expectation for exceptionally high standards within their internal operations. As visible in the previous field notes, the team expects that they know what is best for their clients without making a conscious effort to improve the quality of their work.

> We like that we can set our own goals, since we know our work the best and we know what our clients value and that is time (Team member, 13.4.2023)

> During a daily meeting, the team discussed the speed of their work, but never talked about the quality of their work since it feels as the team assumes that their quality is at its best. (Field Note 7.3.2023)

Hence, the team's day-to-day practices and outcomes reflect an implicit commitment to upholding a level of work excellence that aligns with their inherent belief in delivering top-tier performance within the team.

Furthermore, an inconspicuous yet prevalent underlying assumption within the team was their inclination to work a remarkably similar times, spending a significant portion of their time at the office, consistently sitting in close proximity to one another, and collectively favouring a shared physical workspace even if hybrid work was allowed.

> Early in the morning, all the team members seemed to come consistently to work at the same time. Nobody has their own seats, but the team members would try to sit as close to each other as possible (Field note 9.3.2023)

> It was my third day observing the team and I noticed that the team tended to prefer working from the office instead of somewhere else. (Field note 29.2.2023)

This unspoken practice, as evidenced by their consistent choice to come to the office rather than opting for remote work arrangements, underscores a shared belief in the value of in-person collaboration and proximity in shaping their work dynamics. Based on the findings derived from the team's observations, the synthesis encapsulates the identified underlying assumptions inherent in their work culture in Table 7.

Table 7: Basic underlying assumptions of the Tribe Team

Basic Underlying Assumptions	Description
Unconscious taken for granted values and beliefs	• Close knit dynamics between team members • You can have an informal conversation with your colleagues at work

	• The team knows the best quality that to offer for their clients

In summary, the team members exhibit a high level of closeness, fostering interactions that extend to a more personal level. This cohesiveness not only strengthens confidence in expressing views and perspectives but also unconsciously reinforces the belief that the quality of work manifests organically from their work culture. Furthermore, the synchronized working hours and a preference for office-based work contribute to substantiating this underlying assumption within the team.

6.3 Structured Team

When observing the Structured Team, it was noticeable from the very first moment that the team's culture was not as visible on display. The working atmosphere at the office was more serious and official. However, similarly to the Tribe Team, the Structured Team came from customer service operations and was responsible for the whole business process. The team consisted of over ten members and was the largest team chosen for the observations.

Visible from the empirical findings, the Structured team's team members would often be seen working quietly on their work streams. The empirical evidence showcased that the team seemed very organised by its cultural artifacts, espoused beliefs and underlying assumptions.

> During the first day of observations, I observed a very clear workflow inside the team. First the team would gather for their daily meeting, then continue to work and have lunch together as any other Team. Everything was well organised and there was a clear pattern how and when to work. However, the significance of their team culture lied in the multiple roles that the team had chosen to create to orchestrate their work (Field note 6.3.2023)

Overall, from the empirical evidence, it was clear that after the transformation was executed in the organisation, the team had started trying new roles inside the team to create new processes and ways to adapt. Additionally, as it could be difficult for some teams to adapt as easily to the responsibility of autonomy, the empirical evidence showed that the Structured Team had created ways to divide responsibility for work and decision-making power within the team through their artifacts, values, and assumptions.

6.3.1 Artifacts

By first taking a look at the team's cultural artifacts, the initial thought was that even everything about their work culture seemed hard to grasp at first. However, as the observations progressed, the divisions and structures within the team became increasingly apparent. Based on the empirical findings, the Structured Team had taken a different approach to their team structure.

> During my observation of the team's work dynamics at the office, I noticed that the workload had been divided into two distinct work groups by looking at the document piles with titles of each group's names lying on the back counter. These groups work independently on their assigned activities, which are unrelated to the other groups. Each group has a specific role and responsibility, and the tasks assigned to them vary in complexity and importance. (Field note 8.3.2023)

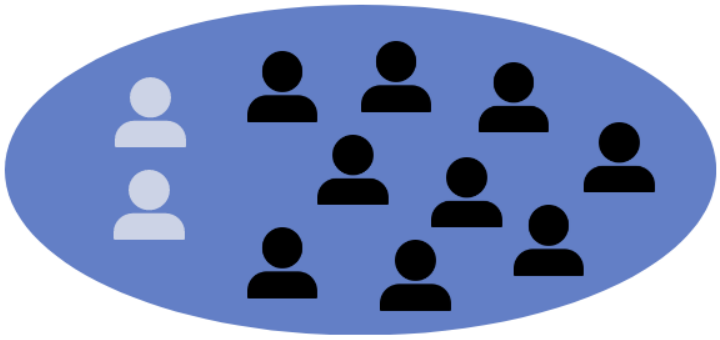

Figure 14: Team structure of the Structured Team

In other words, the team had chosen to assign team members to specific work assignments based on their expertise. To further validate this finding, the team was later asked how they had divided their work in the team.

> The work inside the team has been divided into two groups, one that handles one work stream and one that handles the other. Each of the workstreams are independent from each other and team members have been assigned to each group based on their area of expertise and that the workstreams can be managed properly (Team member, interview 10.3.2023)

Additionally, it was evident that the team had chosen this team structure to allocate enough human resources to the work tasks that seemed the most taxing to them (Figure 14). By keeping employees within their assigned groups, the team could maintain a level of expertise and skill in each group's specific set of tasks. This approach ensured that each team member could become highly proficient in their assigned work activities, leading to

improved performance and higher-quality work. However, division within the team could also have other effects on the work culture, which were visible in the observations.

> I noticed that the team's seating arrangement is closely connected to their decision to not rotate employees within the work groups. The team is physically separated into different locations within the office, and team members who handle similar work tasks sit in closer proximity to each other, despite everyone being part of the same team (Field note 8.3.2023)

The descriptive observations and field notes showed a clear division between the team members who worked in the different groups. Additionally, one division of the team was significantly larger than the other, creating completely different atmospheres inside the different working groups. Such division was also visible in the team's roles. The team chose to include six roles inside its ranks. Some of the roles rotated depending on the week, while others were more permanent. Table 8 summarises all the team's roles**.**

Table 8: Roles of the Structured Team

Role	Description	Duriation
Role Responsible for learning	Facilitates team learning and responsible for educating team members.	Permanent
Role responsible for workflow	Facilitates work process and team rituals for seamless workflow	Changes once a year
Task related role: Emails	Responsible for client communication	Changes every week
Task role: Dashboard	Responsible for handling internal systems for better workflow	Changes every week
Task related role: Post Role	Responsible for handling physical posts and moving them into the systems	Changes every week
Task related role: Handling of the first part of the work process	Responsible of one part of the work process that requires high concertation	Changes every week

With a distinct separation between the two work groups, the team decided to implement two similar roles overseeing the workflow for each division. This choice ensured that, given the unequal distribution of manpower across team divisions, the team could maintain a comprehensive understanding of the progress of work on each side.

> It was around 10 am, when the team gathered for a weekly meeting. they had invited over their management to talk about the current hectic work situation that the team was currently facing. From the meeting it was clear that each

> side of the team were responsible for letting the management know how they were progressing with their work. It was evident that the larger division of the team was facing issues to meet their goals while the smaller division was on top of their work. In addition, the various task related roles summarised e.g. how the dashboard looked like or how many emails the team had unread. It seemed that the team needed all of these roles to truly know their current work situation (Field note 8.3.2023)

The field note 8.3.2023 indicated that the team's work appeared dispersed and challenging to observe. Consequently, they strategically decided to introduce several roles within the team. The roles were categorized into two distinct groups: task-related roles and administrative roles. The distinction between these roles lay in the fact that the task-related roles undergo a weekly rotation within the larger division. In contrast, the general roles maintain a more permanent nature.

> After observing few of the daily meetings of the team, the roles for the workflow became clearer to me. During a daily meeting, the workflow responsibles would show diagrams for the team on their monthly performance and how well they were able to achieve their tasks while asking reasons why some weeks were less successful than others. It seemed like the workflow responsibles were the one doing the reporting of the team’s performance to the management. Also, after the analysis of the diagrams the workflow responsibles asked the team if there were any obstacles that they wished to tackle for better performance. (Field note 10.3.2023)

Individuals overseeing the workflow played a primarily supportive role within the team, managing both reporting to the management and addressing obstacles. While responsible for reporting, this role held an equal standing with other team members. In contrast, the empirical evidence showed a contrasting dynamic with the learning responsible within the team structure. The role of the learning responsible seemed to have been given to a team member who, in the team’s eyes, possessed the most knowledge of their expertise. In addition, the role seemed to have higher authority.

> While observing one of the team's daily meetings, it became evident to me that the role of the learning responsible held greater responsibility compared to other roles and team members. This became apparent when the team encountered issues requiring investigation during the meeting, as they expected the learning responsible to report these matters to management, emphasising that the learning responsible was the first person who the work was handed over. (Field note 13.3.2023)

As the role of the learning responsible was given to a team member who was considered to have the best expertise, it seemed that the team also expected the team member know how to present matters to their stakeholders.

Furthermore, given that the other part of the team was notably smaller than the counterpart, the task-related roles were exclusively tied to the larger division within the team. In other words, in the smaller division of the team, everyone was required to handle a multitude of tasks to ensure the division's functionality. On the other hand, in the larger division, a more centralized approach was adopted, allowing the use of task-related roles for the delegation of tasks within the team. However, besides the divisions in the team, the team had a desire to be one large team. This value was showcased in multiple daily meetings when the following quote was said by some of the team members:

> I think everyone should stay in the meeting, we are one team, and everyone should understand what is going on in each division. (Team member, interview 8.3.2023)

The empirical finding highlights that the team had decided to keep their team rituals together, even though the meeting didn't always handle topics of both divisions. From observing the team rituals, it could be noticed that the team tried to unify their ways of conducting their work during the meetings. The Structured Team's team rituals were very similar to the Tribe Team. The team had chosen to have a daily meeting, a weekly meeting, and one meeting specifically dedicated to team learning. In Table 9, the following team rituals are described, and their frequency is shown.

Table 9: Team Rituals of the Structured Team

Team Rituals	Description	Frequency
Daily meeting	Team goes through the current work situation and current topics	Every other day
Weekly meeting	Team invites external stakeholders to tell updates from their shared processes	Once a week
Learning meeting	The team members responsible for team learning holds a case workshop for other team members	Once of month

The primary and routine meeting in the team's agenda was the daily morning session, conducted once all team members were present in the office. These meetings served the

purpose of assessing the day's work status and tracking the team's progress towards its objectives.

> It was the first time since I participated in the team's daily meeting. It seemed as the daily had a dedicated leader for the meeting. As the meeting started the leader of the meeting brought up Excel sheets where the team had gathered some key figures for the day. The key figures were used to understand how many cases the team currently had on their table and how many they should do to stay in their goal. It was visible from the numbers that the larger division of the team was struggling more to stay in their goal than the smaller part of the team. (Field note 6.3.2023)

Based on this observation, I became curious about the differences in teamwork dynamics and decided to ask the team's workflow responsible how they viewed the matter.

> Naturally, the larger number of resources have been allocated into the work stream that requires more resources to complete. Then, the large amount of work can be divided between multiple people. However, the smaller part of the team has to work harder to ensure that if their workstream gets busy, they carry out their tasks in timely manner so that the work does not start to accumulate (Team member, interview 6.4.2023)

By analysing the answer, it became clear that the different team divisions had very different ways of working. While the larger division could enjoy the benefits of centralised work, the smaller part of the team would have to cover each other when the work amount started accumulating.

Similarly, as in the daily meeting, the weekly meeting showcased the team division. It was clear that the different parts of the team communicated separately, and each side of the team had their way of doing so.

> In the team's weekly meeting, all the teams most important stakeholder groups were invited. One by one, members of the stakeholder groups told what type of cases they share with the team in the future. After the stakeholders, the workflow responsible for the larger division started to go through their diagnostics of the current work situation. (Field note 15.3.2023)

> After the weekly meeting was almost over, the last five minutes from the meeting were used to ask the smaller division about their work situation. A simple 'it is okay' was responded as everyone else were already in a hurry to exit the meeting. (Field note 15.3.2023)

Based on the empirical findings, the weekly meetings invited stakeholders to discuss common topics among the teams. However, when it came to addressing the divisions

within the team, it was evident that the larger division received significantly more attention regarding their work situation than the smaller part of the team.

Additionally, during the learning session, the topics tended to lean towards relevant cases for the larger part of the team rather than the smaller one.

> During my participation in the team's learning meeting, I observed that the cases presented for study were centred on the rules and practices of the larger division within the team. It occurred to me that while the smaller team segment often had to rely on their broad skill set to cover for one another, the larger division members tended to work in specialized sections of the workflow, which made it challenging to grasp the complete service lifecycle of a case. (Field note 17.3.2023)

As described in the field note, it was visible that the smaller part of the team had to work almost as a small company in order to carry out their tasks. Everyone needed to know everything in order to cover one another. On the other hand, in the larger division of the team, the team members only needed to know some of the tasks efficiently to affect the team's performance positively.

All in all, throughout the observation period, it was clear that the division inside the team had created two distinct work cultures, depending on the size of the division. In addition, depending on the division, different processes and roles were assigned to both divisions. Table 10 summarises the cultural artifacts visible in the Structured Team's work culture.

Table 10: Cultural Artifacts of the Structured Team

Cultural Artifacts	Description
Observed behaviour	• The team had two divisions that had different ways of doing their work depending on their size. • Team members in different divisions of the team were distant from each other.
Visible and feelable structures and processes	• Team Structure divided into two divisions without task rotations. • Division dedicated roles inside the team. • Task related roles for each team member • Unified team rituals

In summary, the team was significantly divided based on the specific work streams within each division. Resources were allocated according to the requirements of each division, resulting in one division being smaller than the other. This stark contrast in size led to distinct working methods evolving within each division, necessitating the establishment of separate roles and responsibilities. One could argue that the team functioned as two distinct, smaller teams with shared rituals and meetings.

6.3.2 Espoused beliefs and values

Overall, the Structured Team's ideals, goals, values, and aspirations were strongly highlighted through their well-organised team structure. Specialists were dedicated, based on their skill set, to the divisions that they were most suited to. However, the interesting part of the Structured Team was that the division of the team was actually a very old way of dividing the work inside the team. Prior to focusing on more detailed observations, I asked the team what had led them to decide to split their team in half.

> Since our team was established, the previous management had decided to divide our team into two parts due to the differences in their work streams. Even if the service is the same, it has to be thought from different directions when doing the other work stream. (Team member, interview 6.4.2023)

From the observation, it was evident that the previous management believed that dividing the team into two was the optimal structure. The division sheds light on why distinct differences emerged between the various parts of the team. Hence, even if the team members worked towards the same goals inside the team, their espoused beliefs and values differed from each other.

> Whilst observing the smaller part of the team, I noticed that they had little to non-formal processed inside their division. Everyone from the team were constantly present at the office and most of the work-related communication was done by talking over their seats. (Field note 14.3.2023)

The field note reveals a clear contract between how the smaller and larger parts of the team operate. In the smaller group, there is less reliance on formal rules or procedures. Instead, team members communicate mostly by chatting while sitting near each other. Because of this, everyone needs to know a lot about what is going on, as they must cover for each other if someone is not there to finish their work. In other words, the field note indicated that the team members have a high level of trust and coordination between them.

> Throughout the day, it was apparent that the smaller part of the team maintained continuous communication, with a clear focus on resolving the majority of their cases by day's end. Their concerted effort suggested a desire to wrap up outstanding tasks and start each new workday with a clean slate. (Field note 14.3.2023)

Additionally, the smaller side of the team had bigger incentives to finish all work during the day compared to the larger side of the team. Hence, their aspirations highlighted that the team members wanted to maintain a good work situation at all times so they would not have to work overtime. On the other hand, the larger part of the team seemed much more organised, and the work was divided between different team members.

> During the day, as I observed the larger division of the team, it became evident that each member had a distinct role to fulfil. While some were occupied with managing emails, others were dedicated to handling cases. The team appeared to have established metrics to monitor the volume of cases in the queue and track individual contributions (Field note 13.5.2023)

Upon observation, it became apparent that the larger team segment exhibited a more refined level of goal alignment compared to their smaller counterpart. Each team member in the larger division had clearly defined goals to accomplish throughout the day. Moreover, the individual fulfilment of these goals was meticulously measured, fostering a sense of accountability among team members. This systematic approach ensured that everyone was driven to meet their designated objectives, thereby contributing to the overall success of the team.

> During the later phase of the observation period, it was evident that the larger division operated with well-defined processes for task execution. Given the higher volume of cases within their workstream, the division had implemented a systematic approach to divide tasks into manageable stages. This ensured that tasks, which often required more time to complete, were seamlessly integrated into the workflow without causing interruptions. Consequently, the process remained continuous, and there was minimal risk of overlooking or neglecting any team member's work. (Field note 16.3.2023)

It was evident from the field note that the larger team believed in a structured approach to goal achievement, leveraging the strength of their numerous members. They adopted a strategy of assigning one person to focus on a specific task at a time, rotating roles weekly. This approach was rooted in the belief that such structured processes would foster trust among team members. By clearly defining responsibilities and dedicating roles, the team aimed to ensure that each member would fulfil their obligations diligently.

The larger division shared a similar ideology regarding task allocation. They believed in breaking down their work into smaller, specialized pieces to enhance performance. By assigning specialists to specific tasks, they aimed to cultivate expertise and gradually improve overall proficiency.

> As I attended the team's last daily of the week, the team took out a calendar where each week's responsibilities were divided between team members by colours. From looking at the allocation of the responsibilities, the same team members tended to take the same tasks as they previously had. Such as, as the person usually responsible for handling the email queries would ask to take the same task again (Field note 17.3.2023)

As the team honed their skills in splitting their work into a process, they created comfort zones for some of the team members, preferring the same roles each week. Hence, the fieldnote showcases that even if task rotation can be seen as a good work method to split the work, it can create knowledge silos inside the team if some of the team members get too comfortable working in their respective roles.

During my time doing observations of the team, the team was given its ranking in Finland in services that they produced.

> The team's day started with yet another daily. Everyone gathered to their computers to open their team call. I was surprised to see that the manager of the team had joined the daily as well. Seemingly, they had news to share to the team. Apparently, the team had placed first in their industry benchmark meaning that their services were considered the best in Finland. The call was filled with happy cheers and one of the team members said that the reason why they had achieved this was because of their outstanding organisation of work (Field note 15.3.2023)

The fieldnote showcased an interesting factor about the team and their ideology towards working. Besides the downsides that the division had for the team, the team saw it as one of their strengths. Dedicating specialists to specific areas and splitting work into smaller fractions were able to enhance their work and enable such large and divided teams to work together for a common goal. In Table 11, the key findings of the team's espoused values and beliefs are highlighted based on the observations and interview questions.

Table 11: Espoused beliefs and values of the Structured Team

Espoused Beliefs and Values	Description
Ideals, goals, values and aspirations	• Trust through structures • Clear social norms how to conduct work.

	• Team seems to want to have high control over its every process to achieve goals. • Team ideals, goals, values and aspirations are different in the divisions of the team
Rationalisations	• Larger part of the team trusts the processes to maintain the trust • Smaller part of the team beliefs in the trust between co-workers to carry out the work
Ideologies	• The team beliefs that the best way of conducting the work is to dedicate specialists based on their skillset to different tasks. • Functionality over perfect task rotation

In summary, the team's division revealed contrasting values and beliefs ingrained within each segment. While the larger division favoured trust established through formal structures, the smaller division fostered trust through informal cooperation. These differing ideologies shaped the team's cultural fabric. However, the clear assignment of responsibilities within each division facilitated the coexistence of these divergent team cultures, fostering harmonious integration within the broader team framework.

6.3.3 Basic underlying assumptions

Overall, by looking at the Structured Team’s basic underlying assumptions, it is visible that their assumptions are much more traditional in comparison to, for instance, the Tribe Team. However, it is good to note that the empirical findings highlight the mere glimpses of the underlying assumptions present in the team. One of the main underlying assumptions was connected to the fact that team had chosen to divide the team into two different divisions.

> While sitting next to the team, it was hard not to notice that the different divisions of the team sit separately with their own colleges from the same division. Also, throughout the day it was clear that the team members rarely talked ‘over’ the division to each other (Field note 7.3.2023)

> While one of the daily meetings were ending, I noticed a phrase that was repeated often. The leader of the team told the smaller part of the team that they could leave the meeting and that they would only need the team members of the larger division to stay (Field note 9.3.2023)

One of the most significant non-spoken assumptions inside the team was the division that had been created inside the team. There was a mutual understanding between the divisions that they were different parts of the team, and some separation existed between them. In addition, there were also signs that the team members knew that the divisions were very different from each other.

> A new observation day had yet begun, and I was participating the daily of the day. The team went through their current situation and noticed that the larger part of the team was struggling to stay in their goal while the smaller part of the team was a head of time continuously. A question was raised that was the work stream of the smaller part of the team not as busy as theirs were. Tight atmosphere could be noticed from the conversation (Field note 16.3.2023)

From the observations, it was clear that there were two different ways of conducting work inside the divisions. The other one is very flexible and oriented in finishing their work, while the other one is a very structured process that pieces the work into different responsibilities. However, the connecting assumption that drives both of these divisions is that the teams work has been sectioned into smaller processes and structures that create multiple different work streams.

> During the last daily of the week while the team was handing out roles and responsibilities for the next week... (Field note 17.3.2023)

As supported by the field note, the team kept dividing the responsibility over the variety of tasks they needed to take care of. Hence, the basic underlying assumption is that no one is responsible alone for any task unless they have a dedicated responsibility for it. In Table 12, these findings of the team's underlying assumptions are summarised:

Table 12: Basic underlying assumptions for the Structured Team

Basic Underlying Assumptions	Description
Unconscious taken for granted values and beliefs	• No one is responsible alone for anything unless they have a dedicated role for a responsibility at that time. • Trust and responsibility is created through structures • Assumption was that the previous division made in the previous organisational culture was good

By synthesising the underlying assumptions of the team, it was clear that the division, roles, and responsibilities played a significant role in how the underlying assumptions

were fostered in the team. One of the most crucial findings was that no one was responsible for anything unless they had taken a dedicated role. In addition, inside the different divisions, it was mutually accepted that the ways of working and the culture inside the team divisions differed from each other, creating a silo between the team members.

6.4 Client Oriented Team

The third team under observation was a similar client service team handling an end-to-end process. The team included approximately ten members while the maturity of the team was high since a significant amount of the team members had been working in the team during the transformation.

During the observation period, it became clear that, similarly to the previous teams, the team used divisions inside the team to structure their teamwork. However, the division was made through their differences in client bases rather than different tasks in the team. The empirical evidence showed that divisions based on client bases created differences between the divisions. Although the divisions had their differences, the team shared some common values and rituals that brought them together. In the following chapters, each of the cultural layers will be analysed through Schein's (2017, 17-25) the three cultural levels.

6.4.1 Artifacts

From the very first morning of the observation period, I noticed that the team seemed quieter and more organized than the previously observed teams. There was little to no discussion in the morning, and everyone seemed to have started actively working on their daily tasks. Later during the day, I was invited into three different daily rituals that revealed to me that the team had decided to divide its efforts into three different sections based on their client bases.

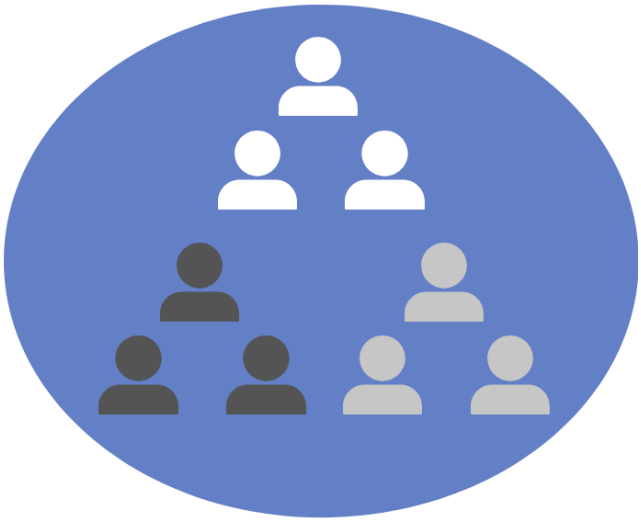

Figure 15: Team Structure of the Client Oriented Team

When going through the empirical data, it became evident that the Client Oriented Team had chosen to build structure and processes inside the team to structure their work. However, instead of structuring the different tasks inside the team, the Client Oriented Team had decided to structure the team based on their client bases (Figure 15). This finding was made by asking the team how they had decided to structure their work:

> Clients of different sizes have different needs, I think that by structuring our team based on client sizes we are able to investigate better the client needs and offer them solutions that suit their needs the best. For instance, the need of tailoring to supporting the client widely depends on how big the client is (Team member, interview 20.3.2023)

Furthermore, the empirical evidence showcased that the team members believed strongly that the quality of the service was accomplished by understanding their customers instead of their services. Hence, all team members were expected to know all the services to best suit their group of clients.

> During my first days with the team, I noticed that the team was heavily focusing on delivering to different target customers through their team rituals. Different parts of the team were professional for delivering services to certain types of client bases. Most of this work was done independently but each of the team member was well connected with their stakeholder groups that also served the same customer. The connectiveness to the team's stakeholder groups was a factor that differentiated the team from the other teams. (Field note 15.3.2023)

As noticeable in the field note, the team had taken a completely different angle to align their cultural artifacts. Instead of focusing on what type of tasks each team member is

good at doing, the team's focus was clearly on making professionals for certain target groups. This type of thinking manifests inside the team in three different sections made for large, medium, and small clients. With the division, the team was expected to believe that they were able to foster experts who knew their client base's needs and wants. However, even if this had the strategic advantage for the team, as with the Structured Team, the sectioning was bound to create silos. For instance, the team members serving large corporate clients were more familiar with services that were more needed among their clients.

> It has been noted that the strengths of the sections have been developed to the services that their client group needs (Team member, interview 20.3.2023)

Based on the division created in the team, the team had dedicated roles to support their division. Table 13 demonstrates the roles the team had chosen to implement.

Table 13: Roles of the Client Oriented Team

Role	Description
Division leader 1	• Leading the experts in the group 1 for large clients
Division leader 2	• Leading the experts in the group 2 for medium clients
Division leader 3	• Leading the experts in the group 3 for small clients

Based on the team division, the team had decided to dedicate a person responsible for the learning and workflow for each dedicated client base, called the division leader.

> As the team is divided into three different parts, we have decided to have three different roles for being responsible for the various divisions in the team. (Team member, Interview 20.3.2023)

When comparing the team's roles to the previous teams, they seemed more ambiguous. For instance, the responsibilities and the authority of the role were higher inside the team than in the previous teams.

> Whilst observing the third daily of the day, it was visible that in every meeting, the division leader would take charge and lead the meeting with its agenda. The division leader would ask team members of their daily tasks and whether they needed help in them and made sure that the team was able to successfully complete all of the necessary ones. (Field note 15.3.2023)

From the looks of it, each division leader was responsible for the learning and development of their part of the team. Additionally, when comparing to other teams, it was clear that the team's roles were more universal. When other teams had roles dedicated to certain responsibilities, the division leaders were expected to teach and manage responsibility over the most important tasks highlighting the role's authority.

Furthermore, complementing the role structure inside the team, the team had decided to divide their daily meetings into three different sections as well. In other words, each division inside the team would have its own daily meetings where they would go through their daily tasks. However, besides their division-dedicated meetings, the team shared weekly meetings and management meetings. The following Table 14 summarises the Client Oriented Team's team rituals:

Table 14: Team rituals of the Client Oriented Team

Ritual	Description	Frequency
Daily 1	Going through daily tasks	Daily
Daily 2	Going through daily tasks	Daily
Daily 3	Going through daily tasks	Daily
Weekly	Gathering the whole team and inviting the most needed stakeholder groups to sync	Once in a week
Management meeting	Division owners gather together with managers and business development	Once in a week

When observing the teams' rituals, each client team had their daily where they would focus on their topics for the day. Each of the daily rituals was dedicated to each section of the team. These daily meetings were not used to get information across the different sections of the teams but rather just to go through the tasks the team was supposed to carry out next.

> When observing one of the daily rituals, the team used an excel to see their cases that needed to be worked on. The division leader led the meeting by going through the list and discussing with each team member what they had prioritised during that day. Even if this behaviour reflects some agile methods such as continuous evaluation and prioritization of tasks within a short period of time, the fact that role of responsible is so general, it reflected characteristics what a middle manager would have. (Field note 21.3.2023)

> Later during the day, I came into the conclusion that all the different daily rituals between the teams followed the same structure. However, they also focused on the respected divisions topics (Field note 21.3.2023)

Later, I attended the teams weekly. The weekly meeting included each section of the team, where the sections would let each other know about their cases and what their work situation was. Additionally, as in the other teams, the weekly was seen as a team ritual where the team members could invite their necessary stakeholder parties to discuss their work situation. The discussions with the stakeholders were closely connected with preparing the work that needed to be carried out. These stakeholders seemed to be people who had some impact on the team's work.

> The weekly seemed very similar to the previous teams' weeklies. However, as I was observing the weekly, I noticed that the team's stakeholders had a lot more impact on their work or maybe it was the way that the team was taking the information and guidance from the stakeholders. It was interesting to see that the team and their stakeholders had discussions how certain external aspects were going to impact the way they were allowed to operate. Instead of the situation being only informative, the team pondered on how they were going to assess these changes together reflecting the willingness to change and adaptability in their work. (Field note 22.3.2023)

Based on the field note, it was visible that the Client Oriented Team fostered high cooperation with its stakeholders emphasising the potential for continuous improvement.

Lastly, the team told me about their last ritual, which I was not allowed to join, the management meeting held once a week. This meeting was crucial since it was meant to be the main discussion channel between the management and the team.

> Once in a week the persons holding the responsible roles in our team attend a management meeting, where challenges and aspects outside of the team's autonomy are discussed with management. The thing that was interesting about the meeting was that the division leaders from other teams were invited to the meeting as well which clearly highlights the more administrative role of management among the self-managing teams. (Team member, interview 23.3.2023)

Based on the discussion with the team members, the management meeting was used to discuss the challenges and changes that the team could not assess by themselves, such as human resource management. By analysing the examples that the team members gave, it seemed that the factors that seemed to be outside of the teams' decisions were connected to costs. If the change for the better was only achieved through an increase in costs, then the management should be involved. Another line to the team's autonomy was aspects

from law or other general company policies that applied and applied to all other teams as well. From these observations, I noticed that the team was the only team that had very frequent contact with their management and other teams close to them. In Table 15, the team's cultural artifacts are summarised.

Table 15: Cultural artifacts of the Client Oriented Team

Cultural Artifacts	Description
Observed behaviour	• The team adopted continuous prioritisation and development practises. • The team's responsible role is so general that it seemed like old middle manager role
Visible and feelable structures and processes	• Team was divided into three sections • Every section of team was specialised in certain type of clients • Frequent connection to their management and other teams

Summarizing the cultural artifacts of the Client Oriented team revealed an approach to structuring their team by dividing it into three distinct sections, each specializing in servicing a different client group. This division contrasted with the structure observed in previous teams. Furthermore, within each team section, one member assumed a more general role with greater authority over other team members.

Additionally, the team exhibited closer and more frequent connections with management and neighbouring teams compared to others. Despite an overall agile atmosphere, the team's internal structure fostered a sense of strong, tangible processes, enabling focused attention on each client base with the necessary flexibility. This division into smaller teams appeared to facilitate more efficient decision-making and adjustments tailored to each client base.

6.4.2 Espoused beliefs and values

After a while of observing the Client Oriented team, it was clear that the team radiated confidence. The overall ideology and the structure inside the team were built to serve their clients the best they could. As one of the main focuses in self-managing agile teams, the role of the client is usually put at the heart of the 'doing'. Aligned with the structure inside of their team, the team really believed that having this structure would enable them

to achieve enough focus on each of the client groups. This finding was concluded when asking the team why they had decided to have their team structure as it is:

> The division of the client grouping was done to recognise the differentiating needs of our different client bases. As we can understand larger clients have need for a lot more tailored services when medium to small clients need much more support and guidance what they can achieve with our services. Hence, we have decided to maintain the division set by our management for different client bases. The division also helps us to deepen our understanding about our client bases. (Team member, interview 20.3.2023)

By gaining a deeper understanding of their clients, the team gained confidence and seemed to know their value inside the company. Their main values relied on respecting and servicing the clients as best as they could. Hence, they had decided to implement a team structure that supported their goal. Furthermore, the Client Oriented team seemed to be very goal-oriented in comparison to the other teams.

> While walking into the office, I noticed a board set in the back of the working space. The board included the yearly objectives for the team. Seemingly from the table, the team aspired to gain first place in a third-party measurement evaluating their client services. (Field note 16.3.2023)

The team wished to be the best in the country with the services that they offered, and they had managed to reach the top position in some external metrics multiple years in a row. As they thrived to be the best, it was visible in the office that no one was alone with their workload, and the team worked together to achieve their goals.

> Overall, the team's atmosphere in the office seemed quiet but sometimes you could hear talk about the cases each team member was working on. It seemed that the division leaders were used as coaching partners when thinking about how difficult situations with clients would be handled. (Field note 13.5.2023)

Whilst observing the team, it was clear that the team members valued their division leaders. From the previous field note it could be assumed that the division leaders held higher knowledge of the expertise that the work required. Hence, they were used as coaches for other team members highlight the slight hierarchy inside the team.

Furthermore, besides using coaching to achieve their goals, the team had rationalised that in order to be the best for their customers, they needed to align every aspect of the team based on their clients to best serve their needs. The amount of flexibility and adaptability that the team was able to achieve through this rationalisation was very visible in the team's everyday work.

> As my observations progressed with the team, I started to see the conscious decision made to achieve the best flexibility and adaptability for clients within the team. In every daily, in every weekly, the team members raised the client's perspective in conversations. In addition, in discussions I heard multiple times how the team members put themselves in the client's shoes to give examples of what would happen depending on their decision. (Field note 21.3.2023)

As some teams can purely be led by their values without them even noticing it, with the Client Oriented team, it was visible that their rationalisation of how to make the best value for the customer was to answer to the client's needs with such detail and adaptation that no other competitor could do that. From these rationalisations, the team was able to foster its ideology for its work culture. Through time, I believe that the team was able to see the good results of their decisions, making them believe in their doing.

> After the last day of observations, from my point of view, it is evident that the team's deliberate actions to understand and accommodate each client group have yielded positive results. The team's dedication and values are clearly reflected in their interactions. It is apparent that the team has established a social consensus that this client-focused approach is the most effective way to serve their clients, fostering an ideology of adaptability and unwavering commitment to client satisfaction. (Field note 24.3.2023)

By summarising the empirical evidence, Table 16 highlights the Client Oriented team's espoused beliefs and values:

Table 16: Espoused beliefs and values of the Client Oriented Team

Espoused Beliefs and Values	Description
Ideals, goals, values and aspirations	• The team works together to make their goals come into reality • Some hierarchy inside the teams • Person in responsible role was valued in other team members perspectives • The team aspired to be the best based on external meters
Rationalisations	• The team needs to understand each client base in detail to deliver high quality service • By trying to put themselves into the clients position the team was able to make better decisions to bring value to the clients
Ideologies	• Understanding of clients serves as the main guideline for the work • By doing the work in a way that provides high customer value

	creates a strong purpose for the team

In conclusion, I discovered that the Client Oriented team's commitment to their espoused beliefs and values was unwavering, evident in their clear direction and determination in all aspects. Their dedication to understanding their clients and making conscious decisions to achieve this goal was deeply ingrained in their ideals, objectives, values, and aspirations. Their primary aim was to earn the highest regard from their clients, a goal that required unanimous alignment within the team and external measurement standards. They firmly believed that collaboration was essential to achieving this goal. They sought a leader who could guide and educate both current and new team members to excel within their structured approach and specific client group.

6.4.3 Basic underlying assumptions

Observing the Client Oriented team's basic underlying assumptions was difficult since the team made so many decisions consciously that directed their work. However, from this observation, I understood that the major underlying assumption inside the team was that they had little to no taken-for-granted assumptions on the surface since their assumption was that the team could not assume that they needed to act or believe a certain way to create client value. Hence, the team assumed that in order to create client value within their everyday work, they needed to address and think about every aspect that could possibly affect their client's performance.

> … the team members discussed together what time they were going to arrive at work. They made notes that their clients would start sending requests for them around 8 am till 5 pm. Since each of the team member would have to work 8 hours a day, the team made sure that they had someone at the office till 5 pm closing time. (Field note 17.3.2023)

The above-mentioned field note shows that they were very careful to see what time team members would arrive to work and whether this time would be aligned with their client'sclients' needs for their services. This required prioritization from the team to have sufficient workforce at the office to answer their client's needs.

However, even if the team prioritized its clients' needs, sometimes the cases would need more work than expected, leading to overtime. The team's perspective on working overtime seemed to be positive and flexible. The team members had a mutual consensus

that if they wanted to be the best, they would have to be flexible, as shown in the following observation:

> After a busy day at the office, the team had still tasks that were uncompleted. The team members would work until a deadline would be completed. Working overtime was not an issue for the team's members since they talked and made decisions together to complete a certain deadline. (Field note 23.3.2023)

Besides their decision-oriented approach to their work, another interesting and small factor about the team was that they had a very built-in idea of how responsibility would be shared with new members of the team.

> During one discussion at the office, the team were talking about the new member that had joined the team few weeks ago. The team members were really happy about their performance and wanted to make sure that the new person had enough challenge when it came to their work tasks. Hence, during the work prioritization, the division leader had decided to include the new member of the team in one of their bigger cases (Field Note 15.3.2023)

The empirical finding shows that the team wanted to foster cooperation between old and new team members regardless of their time in the team. This approach allowed the team to conduct efficient knowledge-sharing between team members.

Later, during the field note analysis, I came back to this observation and decided to ask the division owner whether this was a common case inside the team. They responded with the following:

> Yes, the team gets new energy when new people are curious about the work and want to involve them into various cases that we have. We have concluded that nothing is really off limits when it comes to learning if the individual is learning and progressing naturally in their career (Division Leader, interview 20.4.2023)

In other words, the empirical evidence shows that the Client Oriented team had a built-in idea of learning and believed strongly in the individual learning journey. If the individual could handle more complex tasks, then the team would allow them to do these tasks quite soon after joining the team. In the following Table 17, the basic underlying assumptions have been summarized:

Table 17: Basic underlying assumptions for the Client Oriented Team

Basic underlying assumptions	Description
Unconscious taken for granted values and beliefs	• The team assumed that continuous decisions needed to be made in order to consider client perspective in every aspect of their work • Adapting to the schedule and needs of their clients naturally • Quick learning means that the person wants to take on more responsibility • Assumption was that the previous divisions made in the previous organisational culture was good

In essence, the team recognised the importance of continuous decision-making to ensure optimal customer satisfaction. However, without ongoing evaluation and adaptation, their efforts fell short. Through frequent adjustments to accommodate client needs, the team fostered a collective understanding among its members, enabling them to seamlessly respond to various client demands. This adaptability led to enhanced responsiveness, with team members readily extending their efforts as necessary. Ultimately, new team members seamlessly integrated into this client-centric approach, honing their skills within the team's established framework.

6.5 Creative Team

The last team that I chose to observe was named the Creative Team, as I would describe the last team as dynamic and forward-thinking. Their work culture showed distinctive and vibrant elements not seen before in the previous observations, setting them apart from the other teams. However, despite their unique team culture, their operational focus is closer to customer service than the other teams. The team consists of approximately ten relatively new members, alongside some seasoned individuals who had been part of the team's transformation journey. Similarly, for the other teams, the Creative Team was responsible for an end-to-end client service process.

Throughout the observations, it was visible that the team's culture was characterised by innovation, adaptability, and a decentralised decision-making process. Their commitment to creative thinking and agile methodologies made them a role model for embracing change and continuously improving their processes, enabling them to stay ahead in a

rapidly evolving business landscape. In the upcoming chapters, the Creative Team's three cultural layers are explored through Schein's (2017, 17-25) levels of culture to take deeper insights into the team's work culture.

6.5.1 Artifacts

From the beginning, it was visible that the team had a work culture that fostered innovation and creativity. The atmosphere in the office buzzed with energy, and the team members often engaged in lively interactions with each other. Through constant interaction, the team members found themselves continuously brainstorming how to improve their work processes. This type of behaviour encourages contributing to a work culture with continuous improvement.

> During the initial days of my observations, I noticed a remarkable emphasis on innovation within the team. They would kick-start their workdays with creative thinking sessions, followed by collaborative work sprints where they actively implemented new ideas. The team's flexibility and adaptability were striking, as they readily embraced change and experimentation as part of their daily routine (Field note 20.3.2023).

The empirical evidence indicated that the team had established a culture that thrived on agility and adaptability. They had implemented agile methodologies and frameworks, which allowed them to respond swiftly to changing market conditions and customer needs.

> After the first day of observations, the team seemed to take the agile methodologies to heart by evaluating and considering each of the principles in detail implementing dailies and other scrum-like rituals. (Field note 20.3.2023)

As seen in the previous field note, it was apparent that the team’s dedication to following the best practices of agile and testing out new ways to organise their work in various ways started to highlight the decided team structure.

Figure 16: Team structure of the Creative Team

> After the third day of observations of the team's work dynamics and feelable processes, I noticed a striking feature. The team didn't have any divisions inside their team and all team members were expected to know every aspect of the team's work. (Field note 23.3.2023)

When comparing to the previous teams, the Creative Team differed by its approach not to have any division inside their team (Figure 16), highlighting that each team member was responsible for covering each other. Moreover, the team had other factors that created 'structure' inside the team. These factors included roles and team rituals.

> After the team members had their lunch, everyone was asked to gather in the same meeting room. It seemed that the team had something important to decide on. Hence, it seemed that the team tended to gather when work was delegated, or decisions needed to be made. Instead of there being a clear leader in the team rituals, the team members seemed to work as one with everything. (Field note 24.3.2023)

> When observing the team, the atmosphere in the office was talkative, team members sat all together at the office and reserved working time together the same meeting room to ensure that the team would prioritise being in the same room. Also, the team members seemed to be more proactive at coming to the office since they felt that being close to your team members made information flow more fluent and ensured brainstorming possibilities and knowledge transfer (Field note 27.3.2023)

The team's observable structures highlighted that the team members tended to prefer working at the office because it enabled easy interactions between team members. Hence, there was no division among team members who were better at doing something than others. I found that the continuous interactions strengthened the interactions between team members, and the knowledge transfer between team members was high. Also, since

everybody was so invested in participating in the daily activities of the office, team decisions were made together. From this evidence, I felt that there was little to no hierarchy between team members.

This similar effect was visible in their team roles as well. The team embraced rotating roles inside the team. On a weekly basis, the team had different facilitators for common rituals inside the team (Table 18).

Table 18: Roles of the Creative Team

Role	Description	Frequency
Facilitator	A role inside the team that facilitated all team rituals and followed the work situation	Changed on a weekly basis

The facilitator made sure to divide the tasks that the team had for the day and raise work tasks that needed to be prioritised. In addition, the facilitator was responsible for looking out that all important tasks were delegated. Also, if somebody was struggling with their workload, the facilitator would divide the work among the team.

> As I joined the team's daily, everyone seemed to be active to participate in the role of the facilitator. The facilitator had an interesting role since they led the meeting and wrote down notes from the discussion. Also, the facilitator made sure that the meeting was efficient and didn't take unnecessary time from the team. (Field note 21.2.2023)

However, as previous roles have had much authority, the role of the facilitator was more of a role that raised the issues to the team members, and the team members proactively took them as them to solve. As the difference between the other teams was so significant, I wanted to dig deeper to understand where this proactivity was born by asking the team to elaborate more on this finding.

> There was a time that the team did not operate how it does now. Before the team members didn't really know how to respond to such freedom of choice of how they should do their work. This led the team to be confused for a while. Some team members did significantly less work while others worked day and night to complete their tasks. However, with time this effect started to balance out when the team discussed how much work each team member had. Through continuous interaction and spending time together at the office, we were able to delegate the work more effectively without having strong processes or roles with authority in our team. (Team member, interview 31.3.2023)

I think the team's struggle emphasises that the teamwork culture is a dynamic phenomenon that develops over time (Schein 2017, 6). Additionally, as some teams seemed to struggle more than others, I think every team so far has struggled with their transition towards being self-managing and agile. However, through the facilitator role, the team was able to raise topics of discussion and manage to tackle their difficulties with work. Furthermore, the role of the facilitator was closely visible during the team rituals that the team held to create processes for work task identification and work task optimisation development.

The team rituals closely resembled those of previous teams, emphasising the importance of daily meetings and other meetings that took inspiration from the Agile methodologies. The following Table 19 compiles the team's observed rituals during the observation period:

Table 19: Team Rituals of the Creative Team

Ritual	Description	Frequency
Daily	Going through daily tasks	Daily
Pair working sessions	Working together or in small groups on daily tasks	Almost daily
Retrospective	Going through what the team had completed and what they could have done better	Once in a week

> My first day with the team, I was excited to join their daily meeting since everyone from the team was at the office. The team had served a big meeting room with comfortable chairs around the space. The atmosphere within the team was happy and talkative. Everyone seemed to be excited to share what they had to say. After a moment the facilitator started the meeting by taking up a kanban board, where each team member's work tasks for the day were talked through and prioritised. However, the kanban board showed a lot more than just work tasks. Each team member's current topics of learning were visible on the board as well. I think this team emphasised that working is more than just prioritising work tasks (Field note 20.3.2023)

As the other teams treated the daily meeting as a formal meeting, the daily meeting with the Creative Team felt informal, but it had more tools to visualise the work that they were currently doing. The Kanban board allows teams to show what they have on their backlog, what they should be doing next, what they have in progress now and what they have completed, visualising the workflow. From the observation, the delegation of work was easier between team members when everyone's work situation was visualised.

Additionally, everyone got to inform their team about the learning opportunities that they had taken recently and what they were going to do next. To further validate this finding, the team was asked why they chose kanban as a tool for their workflow management:

> The reason why we have prioritised showing learning opportunities in the Kanban is because in the beginning of the transformation every team was encouraged to use the agile 70/20/10 working model, where 70 percent was for working, 20 percent for team development and 10 percent for learning. Through Kanban we can visualise and prioritise without losing the track of everything that needs to be done (Team member, interview 31.3.2023)

When compared to other teams, the Creative Team clearly took the agile principles and agile methods a lot more seriously than other teams. However, the team spirit in the meetings was more relaxed. This finding was supported by another field note that showed that it was clear that the team really aspired to be agile instead of just doing agile.

> This was my fourth time attending the team daily meeting and I noticed that today the team had invited management and some specialists from risk management to their meeting. the Creative Team clearly did not have a separate weekly meeting, but they rather used their daily time for organising their work but also to invite their stakeholders to mutual problem-solving sessions (Field note 23.3.2023)

Compared to the previous teams, the Creative Team did not have separate weekly meetings, but they used daily meetings for all purposes. The team needed to gather their stakeholder groups to inform them about their successes and troubles. The team believed that they did not need a regular meeting for their stakeholders; rather, they knew when they needed to invite them to their meetings.

Another difference to the previous teams is that the team had pair working sessions where they wanted to encourage team members to work together to learn more.

> During the daily meeting, two of the team members had planned together that they would go through a client's case that required a risk analysis and approval from the company's risk department. To ensure that the risk analysis covered all the possible risks that the company could have with the client's case, the team members decided to book time to work on the case together. Through collaboration, the team members could learn from each other and the knowledge in the team would be spread (Field note 24.3.2023)

Based on the evidence, even if the other teams worked together more or less, the Creative Team really showed dedication to execute pair working sessions. However, based on the evidence, the reason for pair working sessions was that the team was mostly at the office,

which allowed team members to organise in a way that they could work together. In addition, it seemed as if working together was much more efficient and fun compared to the team members working alone.

> Right after lunch the team members would return to their seats. It seemed as if the atmosphere in the team seemed restless. I guess it was the end of the week. As the concentration of the team members seemed weak and the day was soon coming to an end, some of the team members decided to book pair working sessions to increase their effectiveness. I thought that this was genius since it increased everyone's dedication to focus on their work (Field note 28.3.2023)

Some may think that pair-working sessions in specialist work can be costly and a waste of money, but it seemed like the pair-working sessions increased the team members' working satisfaction and let them solve issues and cases together. It also seemed that the team members felt more inclined to come to the office when they knew that working together was allowed and exciting. Lastly, the last discovered team ritual was a retrospective meeting where the team would discuss what had been done during the week and what could be done differently.

> It was my first time attending the teams' retrospective meeting. The theme for the meeting was: how did the team manage to set their goals for the year and how have they been measuring the progression that the team has done. The meeting started and everybody got to write on a white board good things about the topic and topics how it could have been done better (Field note 24.3.2023)

> As the team was going through the retrospective results, they chose three areas of development by voting from what could have been done better and started writing action points on how they will ensure that next year they will do better and saved them into their archive. (Field note 24.3.2023)

From the empirical findings, the team was the only one who utilised regular time to evaluate how well the team had been doing based on the team's experiences and identify areas of improvement. Collaborative evaluation requires that every team member participates by contributing their perspective, fostering open communication that considers different viewpoints from the team. However, through cooperation, the retrospective highlights the team's commitment to taking concrete actions to address the areas of improvement.

Furthermore, another factor that separated the team from others was their unique approach to decision-making, which was especially visible during the retrospective. They had

adopted a decentralised model where decision-making power was distributed across the team members by democratic voting. Through voting, the team members could each have their own influence on the development points that were taken into implementation. Thus, the team was able to ensure that everyone was involved and content with the direction that the team was heading in.

Moreover, as I delved into the various development areas identified by the team during its retrospectives, it became apparent that progress had been made on certain fronts, as evidenced by the variety of topics compared to previous iterations.

> Later when I went through the team's retrospective memo from their Teams files, I noticed that they had an archive for the retrospectives action points. From the archive I assumed that the team used these action points in the future to better the aspects in their ways of working. The action points had a lot of variation in topics from how the team used their kanban to their customer service goals. (Field note 27.3.2023)

By addressing a wide range of development topics, the team acknowledges that success is not determined by a single factor but rather by the interplay of various factors within their work environment and culture. For instance, the team might want to achieve process efficiency by optimising their kanban while achieving higher responsiveness with their customers by improving their communications. Additionally, by addressing multiple topics through their retrospectives, the team demonstrates adaptability and responsiveness to changing circumstances.

Upon analysing the observations concerning the creative team, it becomes evident that they possess distinctive characteristics when compared to other teams. Nonetheless, they share a common core in terms of the necessary structure within the team. The following Table 20 provides a summary of the team's primary cultural artifacts:

Table 20: Cultural artifacts of the Creative Team

Cultural artifacts	Description
Observed behaviour	• The team preferred being at the office where they could work together • The team sat closely to one another • Team members prioritised working together • Everyone had their own say what they wanted to further educate themselves

Visible and feelable structures and processes	• Team worked as one team, no divisions inside the team • Facilitator role to lead all the daily meetings • Daily meetings • Kanban tools to make visible work optimisation • The followed close to the agile principles and the 70/20/10 working method

In summarising the cultural artifacts, it becomes evident that the team exudes creativity and adaptability in their daily operations. They prioritise regular and structured brainstorming sessions, focusing on operational development and self-improvement. Embracing the ethos of equality, the team implements task rotation, ensuring shared responsibility among members and fostering a sense of equality among peers. This egalitarian approach extends to decision-making processes, where each member has an equal voice in prioritising tasks and personal development, utilising democratic voting to facilitate consensus. Their collaborative ethos is further supported by tools such as Kanban and team rituals, which promote transparency and cooperation. Notably, the use of retrospectives underscores the team's high psychological safety, enabling members to provide feedback on performance openly. In essence, the team's artifacts reflect a rich tapestry of practices, showcasing their commitment to diversity and inclusivity in their approach to work.

6.5.2 Espoused beliefs and values

During my observations with the team, their espoused values and beliefs were highlighted visibly in how the team decided to conduct their work. Especially, the emphasis on shared responsibility and team cohesion seemed to stand out from the team’s characteristics as showcased in the following field note:

> While participating the last daily meeting, the facilitator started going through the work that was needed to be done. The work situation was dire, and every team member were expected to take 3 cases per each to catch up with the workload. Each of the team members complied with the facilitator and the work was delegated evenly between the team members. Little to no selection of the cases were done during the delegation (Field note 31.3.2023)

Besides the cohesion that the shared responsibility visible in the field note, the empirical evidence also showed that the team valued comprehensive understanding of work tasks

across team members. This finding suggested that the team valued knowledge sharing and cross-functional collaborating that is further supported by their role rotation in the previous chapters.

Moreover, the lack of divisions within the team emphasises their dedication to a cohesive approach, where every member is encouraged to be well-versed in all facets of their responsibilities. This fosters a culture steeped in collaboration and teamwork which enables teams to start being agile instead of doing agile.

As there was some evidence that the team consciously aspired to be agile, the finding was further validated by asking the team what they wanted to achieve with agile methodologies.

> The team's goals and aspirations are centred around becoming a truly agile in both name and practice. Our overarching goal is to create an environment where collaboration, continuous improvement, and shared responsibility are not just encouraged but ingrained in our daily work. We aspired to empower every team member to contribute to any facet of their work, believing that this would lead to enhanced productivity and innovation. (Team member, interview 31.1.2023)

The empirical observation delves into the team's goals and aspirations. It emphasises their ambition to fully embody agile principles, striving to create a work environment characterised by collaboration, continuous improvement, and shared responsibility. Their aspiration to empower every team member reflects their commitment to inclusivity and the belief that collective contributions drive productivity and innovation. However, in order to become agile, the team needed to rationalise what being agile meant for them. In the following field notes, some observations were gathered to indirectly highlight the teams' potential rationalisations for reaching towards being agile:

> After the team members had their lunch, everyone was asked to gather in the same meeting room. It seemed that the team had something important to decide on. Hence, it seemed that the team tended to gather when work was delegated, or decisions needed to be made. Instead of there being a clear leader in the team rituals, the team members seemed to work as one with everything. (Field note 24.3.2023)

> After the third day of observations of the team's work dynamics and feelable processes, I noticed a striking feature. The team didn't have any divisions inside their team and all team members were expected to know every aspect of the teams work. (Field note 23.3.2023)

From these observations, the team could have assumed to rationalise that working closely at the office aligns with their belief in enhanced interaction and knowledge sharing. The absence of rigid divisions and authoritative roles is justified to foster shared responsibility and collaboration. Their reasoning emphasises the benefits of collective problem-solving.

Moreover, as the team aspires to embrace agility, its principles begin to permeate its ideology. The team regards agile principles as pivotal catalysts for guiding their work methodologies. The adoption of these principles distinctly influences the team's behaviour in their daily tasks.

During my observation of the team's pair working sessions, I came to the conclusion that the team's ideology was firmly grounded in the adoption of agile principles as a way of life, not just a set of practices. They saw themselves as pioneers in fully embracing the agile mindset. Their ideology emphasised adaptability, flexibility, and a steadfast commitment to continuous learning and improvement. They believed that by embracing agile wholeheartedly, they could remain agile not only in their processes but also in their thinking and problem-solving approaches. (Field Note 29.3.2023)

This field note delves into the Creative Team's overarching ideology. They view agile principles as more than just a set of practices; they consider them a way of life. Their ideology prioritises adaptability, flexibility, and a pursuit of continuous learning and improvement. By embracing the agile mindset, they aim to remain agile not only in their work processes but also in their approach to thinking and problem-solving. This reflects a deep commitment to agility and innovation in their work culture. After exploring the espoused beliefs and values of the team, the key findings have been summarised in Table 21 below.

Table 21: Espoused beliefs and values of the Creative Team

Espoused Beliefs and Values	Description
Ideals, goals, values and aspirations	• Aspire to become agile instead of doing agile • Create an environment where collaboration, continuous improvement, and shared responsibility were ingrained to day to day work
Rationalisations	• Working closely together at the office was a catalyst for increased interaction among team members

	• The absence of strict divisions and authoritative roles was seen as a strategic move to promote shared responsibility and collaboration • Encourage every team member to engage in all aspects of the team's work
Ideologies	• Their ideology emphasised adaptability, flexibility, and a steadfast commitment to continuous learning and improvement. • Integration of agile principles into their every day work

In summary, the creative team wholeheartedly embraced agile principles, incorporating roles, team rituals, and agile behaviours into their daily workflow to the extent that these principles became deeply ingrained in their espoused beliefs and aspirations. Their adoption of agile practices closely mirrored that of typical development teams in the IT industry. This transition marked a significant shift as the team fully embraced the agile way of working, demonstrating a willingness to depart from their previous organisational culture.

6.5.3 Basic underlying assumptions

In this final chapter, we delve deeper into the Creative Team's work culture, uncovering the often unspoken and unconscious values and beliefs that underpin their unique approach. These underlying assumptions provide valuable insights into the core of their team dynamics and how they contribute to their innovative and agile work culture.

By analysing the previous field notes of the team, it became clear that one of the most crucial underlying assumptions for the Creative Team was that the agile principles were assumed as the best practice to become agile. There has been talk that in agile methodologies, it is important to adapt and change operations when something isn't working. Hence, being agile does not always look the same for different teams and organisations.

> Later during my day after observing a full day of team rituals, I realised that many of the rituals were very similar as to what I had read from the articles when studying agile methodologies. Dailys, Weeklys and Restrospectives seemed to be directly implemented from the most common agile ways of working. (Field note 24.3.2023)

The empirical evidence suggested that the creative team assumed that by adopting literally the same practices from development to business, they could achieve success. However, in the previous chapters, there was an indication that they had also taken the right to adapt it to their teams' purposes, such as rotating the role in the team.

In addition, the team had strong underlying assumptions regarding their team member dependency. As the team relied on pair working sessions to increase their productivity, it also raised the assumption that the team had assumption that the team members were dependent on each other to increase their productivity.

> … some of the team members decided to book pair working sessions to increase their effectiveness. I thought that this was genius since it increased everyone's dedication to focus on their work (Field note 24.3.2023)

The field note highlighted that the team members believed working together would help them work more productively especially in those times when working individually started to feel rough and not inspiring. Besides working together being an efficient way of working, it also enabled knowledge sharing between the team members.

In addition, the last underlying assumption that was visible from the observations was that sharing knowledge was better for your individual success than keeping it to yourself. During my observations, I came across a team ritual where the team gathered to go through their yearly goals for improvement.

> As we were midway through the team's weekly, the team decided to go through their yearly objectives. Many of the objectives were tied to the team's ability to produce the wanted outcomes for the company. The team's purpose reviewing the objectives was to update and write different solutions how they could achieve these goals. By listening to the discussions going on during the meeting, I realized that many of the suggested solutions were to tie with knowledge sharing indirectly or directly within the team. In addition, as the suggestions were made, all team members seemed to nod and agree easily on the updates and needs for higher knowledge sharing showcasing consensus in team thinking (Field note 22.3.2023)

Just as the team acknowledged the significance of cooperation, they also recognised the importance of knowledge sharing within their work culture. This discovery was particularly intriguing, considering that in traditional organisational settings, hoarding information was often perceived as a means to gain a competitive advantage. However, in today's professional landscape, individuals aiming to advance in their careers and

achieve their goals must prioritize fostering a culture of knowledge sharing in their team's work culture.

As with the other teams, the creative team's underlying assumptions were hard to detect and gather. However, the key findings made during the observations have been summarised in Table 22.

Table 22: Basic underlying assumption of the Creative Team

Basic underlying assumptions	Description
Unconscious taken for granted values and beliefs	• The common agile ways of working are the best practice to become agile team • Working together increases productivity • Knowledge sharing is key part of the teams success

In summary the Creative team held a firm conviction that adhering to the standard practices of agile principles was paramount to cultivating an agile team. This belief was deeply ingrained within their collective mindset, resulting in the establishment of a work culture closely aligned with the prevalent agile principles observed in the IT industry. Moreover, in their pursuit of agility, the team emphasised the values of cooperation and knowledge sharing among its members as indispensable means to attain their objectives.

By fostering such a mindset, the team fostered an environment where each member was empowered to step in for one another, thus fostering a sense of equality and shared responsibility among all team members. This approach not only reinforced the team's commitment to agile practices but also bolstered their collective efficacy, enabling them to navigate challenges and pursue their goals with greater resilience and cohesion.

7 Comparison of the teams

Following the observation phase, the empirical findings showcased significant differences between the four distinct teams. Each team represented a unique paradigm in the ever-evolving landscape of organisational dynamics through their work culture. This chapter establishes a comparative analysis to highlight the differences between the teams, providing insights into the rationale behind their respective adaptations of work culture in agile transformation.

Furthermore, this chapter aims to use current literature to structure its findings and draw conclusions from the analysis. The synthesis of Schein's (2017, 17-25) three levels of culture and Hofstede's et al. (1990) Onion model from section 2.3 is used as the guidance to identify factors and analyse the differences. Additionally, the empirical findings are used to discuss new aspects of self-managing teams in organisational transformations that have yet to be discussed in the academic literature.

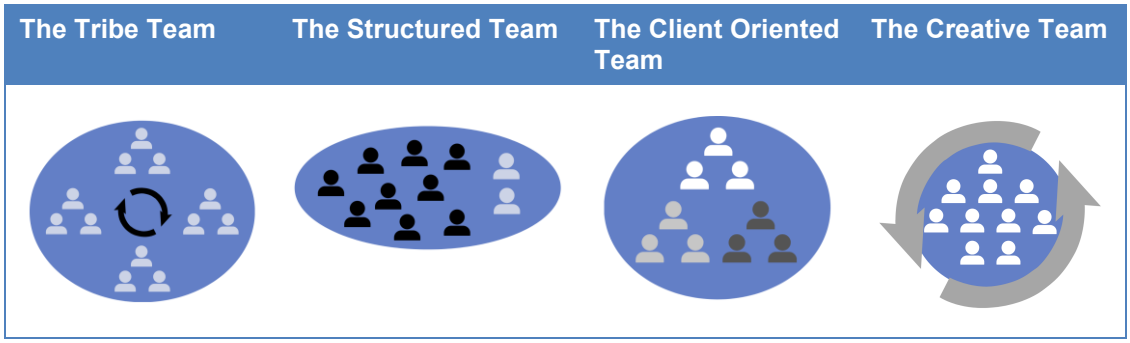

Figure 17: Comparison of the team structures

Upon reviewing Figure 17, which illustrates the team structures and their differences, it becomes apparent that the team differences are significant despite some shared characteristics. While analysing the data, three key similarities emerged during the observation phase. Firstly, it was noted that most teams exhibited internal divisions. Secondly, these divisions served as a mechanism for the team to create new roles and responsibilities and thirdly, segmentation ultimately facilitated the creation of task rotations, ensuring that roles and responsibilities were distributed and shared among team members.

Despite the structural similarities observed among the teams, their adaptation to the new work environment varied significantly, reflecting distinct work cultures. To gain deeper insights into these differences, an examination of each team's culture is conducted through

three cultural levels. In the forthcoming chapters, each team's cultural artifacts, espoused beliefs and values, and underlying assumptions are scrutinised and compared. Through this analysis, the critical disparities in their work cultures are illuminated and discussed, shedding light on the diverse approaches taken by each team in navigating the evolving landscape of organisational dynamics.

7.1 Cultural artifacts

During the observation phase, distinct differences emerged among teams in terms of their approach to their work culture. While some teams appeared to embrace a more informal style, others had developed complex processes and visible team structures. This variance in team dynamics was clearly reflected in the observed cultural artifacts, highlighting that the levels of structure varied depending on a range of factors found in the empirical observations described in Table 23.

Table 23: The identified cultural artifacts in self-managing teams

Factor	Description
Team size	The amount of team members that the team has to carry out their work.
Team divisions	The extent to which teams were divided into subgroups or specialised units influenced their overall structure and coordination.
Team rituals	Regular meetings and rituals, such as daily or weekly gatherings, played a significant role in shaping team dynamics and structure.
Team roles	Clarity and specificity in defining roles within the team contributed to the establishment of formal structures and responsibilities.
Task/role rotation	The frequency and way tasks and roles were rotated among team members impacted the level of flexibility and adaptability within the team.
Teamwork processes	The presence and adherence to established processes and methodologies guided the level of formality or informality in team interactions and workflows.
Team member dependency	How dependent team members are to each other when conducting work related tasks.
Observed behaviour	How team members are behaving and interacting with each other while conducting work

Moreover, to comprehend the variations in cultural artifacts among these teams, it is important to assess the identified factors through other perspectives as well. In Table 24,

the study has consolidated the simpler and more quantifiable factors to enhance transparency regarding the existing team structures. However, the complexities associated with observed behaviour have been excluded from Table 24.

Table 24: Comparison of the cultural artifacts

Factor	Tribe Team	Structured Team	Client Oriented Team	Creative Team
Team size	Approx. 10 team members	Approx. 10 team members	Approx. 10 team members	Approx. 10 team members
Team divisions (no.)	4	2	3	0
Team rituals (no.)	Daily Weekly Learning meeting	Daily Weekly Learning meeting	Daily 1 Daily 2 Daily 3 Weekly Management meeting	Daily Pair working sessions. Retrospective
Team roles (no.)	2	6	3	1
Work task rotation (Yes/No)	Yes	Yes	No	Yes
Observed behaviour				

Table 24 showcases some clear differences between teams such as the number of team divisions, roles and rituals. However, in order to provide insight to these metrics each factor will be further examined and the reasons for the observed variations will be explained in the following sections.

7.1.1 Team size

As the purpose of the research was to analyse similar client service teams, all the teams chosen for this study were approximately 10 team members. Less detailed information was permitted to be used in order to avoid identification of the participants. However, as a general note, the team size follows the general guidelines of agile working, allowing the team to be large enough to have different opinions to make decisions on comprehensive knowledge. However, the team size was small enough for the teams to make efficient decisions.

7.1.2 Team divisions

Regardless of the similar team sizes, the amount of team divisions had variation between the teams. Notably, the Tribe team exhibited the highest level of team divisions, deciding to organise its members into four smaller teams after the transformation. Each of these teams was entrusted with the responsibility of providing coverage in the event of absences, whether due to illness or other reasons. This delegation of responsibility was indicative of increasing autonomy within the teams, driven by the adoption of self-management principles. However, these divisions among team members appeared to be less rigid, primarily serving the purpose of ensuring adequate coverage rather than imposing strict boundaries.

On the other hand, the Structured and Client Oriented teams had a lot more permanent and strict boundaries dividing their work. Interestingly, both teams opted to retain the structures inherited from their previous work cultures for different reasons. For the Structured team, the decision to divide into two divisions aligned with the products they offered to clients. This strategic division allowed for a focused approach tailored to each product line's specific needs and requirements. Conversely, the Client-Oriented team chose to maintain divisions based on their client bases. By organising their team in this manner, they could dedicate specialised attention and resources to effectively cater to the diverse needs and preferences of their clientele. In both instances, the decision to preserve previous work culture structures was influenced by a desire to uphold familiarity, continuity, and efficiency. Retaining these established divisions allowed the teams to capitalise on existing expertise, streamline operations, and maintain a cohesive workflow.

Finally, the Creative Team made a deliberate choice to forgo any formal team divisions within their structure. Through empirical observations, it became evident that the team preferred to engage in brainstorming sessions and collaboratively determine the most effective approach for addressing various situations. Consequently, it appeared that establishing team divisions would risk hindering creativity, as there was no apparent singular best practice for dividing the team without hindering the fluidity of creative ideation and collaboration.

7.1.3 Team rituals

From the team observations, it became evident that each team had drawn inspiration from the agile rituals commonly employed within the IT industry and incorporated them into their regular meetings. Primarily, both daily and weekly meetings were frequently utilised, serving similar purposes across teams. However, differences among teams arose from their selection of rituals deemed beneficial and relevant to their specific needs, as well as the preexisting team divisions.

Upon examining the teams and their respective rituals, it was notable that both Team Tribe and the Structured Team shared similar rituals. Following the observation phase, the rationale behind implementing these common rituals across the various team divisions became apparent: the teams aimed to connect the different team divisions regularly. During the daily meetings, team members collectively reviewed their work and prioritised those deemed essential for completion. In the weekly meetings, both teams extended invitations to stakeholders to collaboratively assess shared work responsibilities. Additionally, during learning sessions, the teams facilitated cross-divisional knowledge sharing by exchanging insights and experiences.

On the other hand, the Client Oriented team adopted a distinctly different approach to their team rituals. Within this team, each division would have its own daily meeting to discuss current cases and establish priorities for the day. This approach stemmed from the recognition that not all information was universally relevant to every division. Consequently, the team aimed for a more focused approach, allowing each division to delve deeply into the specific needs and responsibilities of their respective client bases. In place of daily meetings, the team designated their weekly meeting as a forum for connection, providing an opportunity for divisions to come together and engage with stakeholders collectively. As for their management meeting, the team differed from the other teams. The management meeting seemed to be management initiated while connecting all division leaders together. As the meeting was not hosted by the team but showed significance of management control, it is important to be noted.

Moreover, the Creative Team had decided for a distinct set of team rituals compared to the other teams. Starting from daily meetings, the team engaged in the daily agenda encompassing daily task reviews, prioritisation exercises, brainstorming sessions, and

comprehensive planning. The daily ritual served as a pivotal connector, fostering cohesion and collaboration among team members. In addition to the daily meetings, the team introduced pair working sessions. These sessions were implemented with the purpose of facilitating connection and knowledge sharing among team members. By working in pairs, team members could effectively exchange insights and expertise, enriching their collective understanding and enhancing collaboration with each other.

Furthermore, the team incorporated retrospective meetings into their team rituals. During these sessions, the team collectively reflected on past successes and identified areas for improvement. This reflective practice underscored the team's commitment to continuous growth and refinement. These distinct rituals underscored the Creative Team's deliberate efforts to integrate key principles commonly utilised by regular IT development teams from agile methodologies.

7.1.4 Team roles

Moreover, throughout the observation phase, one factor that exhibited the most pronounced variations among teams' cultural artifacts was assigning team roles. Each team displayed a unique distribution of roles, both in terms of quantity and type. Predominantly, these roles fell into two categories: administrative roles, serving organisational functions replacing the need for middle management, and task-oriented roles, directly related to the execution of work responsibilities.

Firstly, the Tribe Team had decided to assign two administrative roles inside their team. The first role was dedicated to team learning. The purpose of the role was to facilitate and plan how the team learning was guaranteed and carried out during learning meetings. The other role was dedicated to workflow management. The purpose of this role was to maintain the overall picture of the current work situation and try to balance out and prioritise work as needed. Both of the roles were supportive in nature and didn't hold much authority over the other team members even if their durations were quite permanent.

In contrast to the other teams, the structured team had more team roles, incorporating six distinct ones including both administrative and task-oriented roles. Mirroring the Tribe Team's approach, the structured team designated specific roles for learning and workflow management. However, a notable difference emerged during observations: while both teams shared similar role structures, the Structured Team aimed for a more nuanced

approach by assigning two workflow management roles for each of their work streams. The role of the responsible stood out from the others due to its permanent duration and apparent higher hierarchy within the team structure. The team demonstrated a clear intention to appoint an experienced individual to this role, prioritising stability, and continuity over time. Conversely, all task-related roles operated on a weekly rotation basis, each associated with specific work-related responsibilities. These roles were implemented to align with the team's segmented workflow process, wherein different team members were assigned to various components of the overall task.

In contrast to the Tribe and Structured Team, the Client Oriented team adopted a more traditional role structure that resembled that of a middle manager rather than an equal team member. Assigned as divisional leaders, these individuals were tasked with a multitude of responsibilities spanning teamwork prioritisation, facilitation of learning, and oversight of other administrative tasks. The similarity of the roles to those found in middle management suggests that the team's reliance on past work culture played a significant role in their decision-making process when creating the new team roles. This influence led to the adoption of role structures closely resembling traditional management roles.

Finally, the Creative Team had decided to implement a minimal role structure within their team. The role of the facilitator, as implied by its name, was primarily focused on facilitating team rituals and monitoring the work environment. In comparison to roles in other teams, it bore similarities to the task-oriented roles typically found in the Structured team, both in terms of frequency and content, even if being an administrative role. Empirical observations revealed that the role's purpose was simply to facilitate meetings and empower the team to collectively prioritise work tasks. Consequently, the authority associated with the role appeared to be minimal, without imposing significant boundaries as some other roles such as the Division leaders and learning responsibles in other teams.

7.1.5 Work task rotation

While conducting the observations, it seemed like the teams would fall under two different categories. Either they used task rotation, or they did not. Teams employing task rotation included the Tribe Team, Structured team, and the Creative team. Essentially,

these teams had established a system where certain tasks were rotated among team members, ensuring that each member would eventually gain proficiency in all work tasks.

Specifically, the Tribe Team had decided to rotate some work tasks such as checking the mail to a rotating task between the smaller divisions that would be delegated during common team meetings. On the other hand, even if the larger divisions of Structured Team had decided to split its process into different parts, it would rotate these process parts as task related roles between team members weekly. Additionally, similarly to the Tribe Team, the smaller division of Structured and the Creative team would rotate their tasks between its team members depending on their work situation in real time.

However, the outlier in this regard is the Client Oriented team, which deliberately opted not to implement any task rotation among its team members. The team held a strong conviction that they possessed the expertise needed to serve their clients effectively and therefore saw no need for extensive task rotation. While the team members aimed to share knowledge with one another, empirical observations revealed minimal to no task rotation occurring within the team.

7.1.6 Observed behaviour

Overall, when comparing the teams after the observation phase, it was clear that the observed behaviour was very different with each team. Hence, whilst writing this comparison, short descriptions of each team's visible atmosphere was prepared based on the feel and observations done in chapter 6.

Based on the general atmosphere, the Tribe Team stood out as the most relaxed and informally interactive group. The office environment exuded a sense of liveliness, with jokes and laughter throughout the workdays. Team members sat in close proximity, fostering an atmosphere where they freely shared their concerns and collaborated on problem-solving. This cohesive environment contributed to a pleasant and harmonious workspace. However, it's worth noting that despite their relaxed demeanour, the Tribe Team exhibited a protective stance towards their work culture. They were selective in presenting the realistic work situation to stakeholders, revealing an intriguing aspect uncovered by this study.

Upon observing the Structured team, I discerned several parallels with the Client Oriented team. The team was visibly divided into two distinct divisions within the office space, each exhibiting a unique approach to their work culture. While the larger division prioritised task completion as a systematic process, the smaller division bore closer resemblance to the collaborative dynamics observed in the Tribe and Creative Teams. This disparity could be attributed to the significant size differences within the Structured team. Moreover, following the observations, it became evident that members in different divisions of the Structured team seemed somewhat distant from each other. A similar sense of detachment was also noticeable within the Client Oriented team, suggesting a common effect across both teams.

Upon observing the Creative Team, I noted several similarities with the Tribe Team. However, a notable distinction emerged between the two groups: while the Tribe Team fostered a sense of cohesion among its members, the Creative Team exuded a more professional demeanour and appeared deeply invested in refining the adopted agile principles within their team. In contrast to the Tribe Team, the Creative team maintained a focused and work-centric environment similarly to Structured and Client Oriented teams. Discussions predominantly revolved around enhancing the work environment, with minimal to no light-hearted jokes observed in the office. However, the Creative Team stood out with their presence of being at the office and working close to each other. There wasn't a day when the Creative Team did not come up with a new solution to some of the current challenges.

Finally, the Client Oriented team displayed a strong resolve to leverage its new self-managing teams to enhance client value. However, following the observation phase, it became apparent that the team had made minimal to no alterations to their existing work culture. While the team possessed the autonomy to enact changes in their operations, they consciously chose not to do so in order to maintain their capacity to serve clients effectively. Clear divisions were evident within the office space, yet within these divisions, teamwork appeared to be cohesive and efficient.

7.2 Espoused beliefs and values

As noticed in the cultural artifacts comparison, the teams were very different in nature. When trying to underline the espoused beliefs and values from the observation even more

differences spurred from the observations. In the comparison, the Table 25 is used from the section 2.4 combining Schein's (2017) and Hofstede's (1990) frameworks. During the observations, no more variating factors were found.

Table 25: Espoused beliefs and values identified in self-managing teams

Factor	Description
Respect towards heroes/roles	The way team members look up to and value their roles inside their team.
Ideals, goals, values and aspirations	What the team think their ideals, goals, values and aspirations are in their work
Ideologies	What ideologies the team has for their work
Rationalisations	What type of rationalisation the team has done for their work.

As the previous chapter was more focused on explaining the visible and feelable differences in the teams, this chapter mainly focuses on developing a deeper understanding why the differences between the teams exist and how certain espoused beliefs and values can provide explanations for the differences.

7.2.1 Respect towards heroes/roles

Whilst exploring the dynamics of respect towards roles within the work culture, it became evident that differences existed among teams in their approach to respecting roles. Through observations, three distinct identified cases of respect could be identified.

In the Tribe Team, respect towards roles was characterised by admiration for individual characteristics and expertise. For instance, the learning responsible was esteemed for their extensive work experience, leading to the person being valued for their qualities. On the other hand, in the Structured and Client Oriented teams, respect was more closely tied to authority. Roles such as the learning responsible and division leaders wielded considerable power within the team hierarchy, resulting in their influence being palpable in the observations.

In contrast, in teams like the Creative Team and Tribe Team, there was a lack of special reverence towards roles and responsibilities. Instead, a culture of equality prevailed, where all team members shared roles and responsibilities without any extraordinary respect afforded to specific individuals. The overall atmosphere fostered a sense of collaboration and mutual respect among team members.

7.2.2 Ideals, goals, values and aspirations

To comprehend the diverse reactions of teams to the change in work culture, it is imperative to delve into their respective ideals, goals, values, and aspirations. Through observations, several key findings emerged, which are presented in the Table 26. By analysing the table alongside the previously identified findings, it becomes possible to discern the unique characteristics of each team and understand what sets them apart based on their underlying motivations.

Table 26: Comparison of the ideals, goals, values and aspirations

Tribe Team	Structured Team	The Client Oriented Team	The Creative Team
• High work task transparency • Strong feeling of equality • High psychological safety • Strong team spirit • The team wants to provide high quality	• Trust through structures • Clear social norms how to conduct work • Team seems to want to have high control over its every process • Team ideals, goals, values and aspirations are different in the divisions of the team	• The team works together to make their goals come into reality • Some hierarchy inside the teams • Person in responsible role was valued in other team members perspectives • The team aspired to be the best based on external metrics	• Aspire to become agile instead of doing agile • Create an environment where collaboration, continuous improvement, and shared responsibility were ingrained to day to day work

While examining the Tribe Team, it was evident that they placed a high value on transparency regarding workload distribution and task delegation. This emphasis on transparency facilitated collaborative efforts among team members, allowing them to seamlessly cover for one another in the event of absences, thereby fostering trust within the team. The team's strong commitment to transparency likely influenced their preference for an informal team structure and work culture. Moreover, the Tribe Team exhibited notably high levels of psychological safety and team cohesion compared to other teams. They appeared acutely aware of their exceptional work culture and made concerted efforts to preserve it. Despite other teams aspiring to excel in delivering quality work, the Tribe Team stood out with high team spirit.

On the contrary, instead of having trust naturally occur between team members, it seemed like the Structured Team had decided to achieve trust through structures and processes. Based on the observations and interactions following, it seemed like the roles and responsibilities gave the team members ease since they had very clear social norms and conduct to follow in the team. In other words, it seemed as if it was fair to know what was expected from each team member and through roles the team was able to have control over its every process. However, since the team had a permanent division, the ideals, values and aspirations differed between the divisions. In the smaller division, the structures and processes did not offer advantages as much as in the larger division. Hence, they had decided to execute their operations similarly as to Tribe and Creative teams.

Moreover, within the Client Oriented Team, there existed a collective aspiration to align their values with those of their clients. Considering the significant variations among their client bases, the establishment of divisions seemed rational, as adapting to the diverse needs of clients required a high level of responsiveness from the team. Conversely, in the Structured Team, the division of teams risked fragmenting the alignment with espoused beliefs and values. Nevertheless, the team prioritised the benefits of having a structured framework and dedicated division leaders to effectively guide their work. This approach enabled them to maintain focus and excel in metrics deemed valuable by the team. The team's performance was measured against third-party metrics, representing their primary aspiration. Their aim was to outperform competitors in these metrics, a goal they believed could be achieved through consistent, high-quality work similar to their past efforts.

Similarly to the Client Oriented team, the Creative Team demonstrated a strong commitment to achieving their goals. Their central objective revolved around transitioning from merely 'working as agile' to fully embodying agile principles. To realise this aspiration, they prioritised fostering continuous collaboration through shared working sessions and translating their commitment to ongoing improvement into tangible outcomes via regular retrospective and daily meetings. The team firmly believed that by aligning their actions with their core beliefs and aspirations, they could successfully accomplish this objective. When comparing their espoused ideals, values and goals to other teams, the Creative team seemed to value almost no structures in doing so highlighting the strong cohesion in their values to achieve this goal.

7.2.3 Ideologies

Taking a deeper look into the core values and beliefs of the teams, it was interesting to see that in the previous chapter regarding the teams' ideals, values, goals and aspirations tended to lean more towards some common direction manifesting various ideologies from their interactions and behaviour. It seemed as the values and beliefs had become strong enough to guide the teams' actions, decisions and behaviours providing more explanations why the teams' work cultures differed from each other. In the next Table 27**,** the key findings made from the team ideologies are recorded further summarising the variation and motivations behind each team's ideology.

Table 27: Comparison of ideologies

Tribe Team	Structured Team	Client Oriented Team	Creative Team
• Aspire to become agile • Create an environment where collaboration, and shared responsibility were ingrained to work • They have a high team spirits and work culture that needs to be protected	• The team beliefs that the best way of conducting work is to dedicate specialists based on their skillset to different tasks • Functionality over task rotation	• Understanding of clients serves as the main guideline for the work culture • By doing the work in a way that provides high • customer value creates a strong purpose for the team	• Their ideology emphasised adaptability, flexibility, and a steadfast commitment to continuous learning and improvement. • Integration of agile principles into their everyday work

While making a comparison between the different ideologies, the Tribe Team stood out due to their high psychological safety that allowed the team members to feel comfortable with each other creating a safe environment. These coherent values and beliefs enabled the team members to seemingly become closer as friends and have a more informal work culture compared to the other teams. It is rare that all team members are able to share the feeling of safety and cohesion together and be so aware of it. Hence, it could be explained why they felt such a strong feeling about keeping their work culture safe from outsiders.

On the contrary, when examining the larger division of the Structured Team, their ideology diverges from that of other teams. Whereas other teams advocated for every

team member being versatile in handling various tasks, the Structured Team believed that optimal workflow entails assigning specialists to specific tasks based on their skill sets, prioritising functionality over comprehensive knowledge of the entire customer service process. In other words, the team believed that it would achieve efficiency by assigning team members to tasks they excel at. This can result in faster completion times and higher quality outcomes while providing scalability possibilities.

Lastly, the remaining teams all shared a common trait: they were driven by clearly defined goals. In other words, the Client Oriented Team and the Creative Team had such distinguished goals and clear motivation to reach them that their value and belief systems started to revolve around them. The Client Oriented Team's focus was to offer exceptional service to their clients. They were so dedicated to this goal that they continued using traditional divisions and teamwork methods inherited from their past organisational culture. Their conviction to maintain their traditional organisational work culture was supported and validated by the positive results observed through third-party metrics and evaluations, affirming the efficiency and excellence of their methods.

On the other hand, for the Creative Team, their main goal and aspiration was to become agile. The pursuit of agility was not merely a surface level desire. It was integrated in their actions, values, and beliefs. They embraced the agile methodology not as mere buzzword, but as a guiding principle that influenced every aspect of their work. From brainstorming sessions to continuous improvement through evaluation, the Creative Team sought to infuse flexibility and adaptability through their ideology. In practice, this would translate into the team members willingness to experiment with new ideas, tools, and frameworks. Thus, the Creative Team's embrace of agility wasn't just a strategic choice; it felt as a fundamental part of their identity.

7.2.4 Rationalisations

After understanding how and why the different ideologies had manifested from the different teams, it was easy to gather some main rationalisations that the teams had made to further justify the differences in the work cultures. While analysing the rationalisations, it is easier to evaluate how and why the teams had tried to justify their reasonings for the decisions they had made to implement their work culture. In the next Table 28, the summary of the main rationalisations found during the observation phase are presented:

Table 28: Comparison of the rationalisations

Tribe Team	Structured Team	Client Oriented Team	Creative Team
• The team trusts each other to make the right decisions for the team • With significant decisions, the team goes through discussions and decides by voting	• Larger divisions of the team trusts the processes to maintain trust • Smaller division beliefs in the trust between co-workers to carry out the work	• The team needs to understand each client base in detail to deliver high quality service • By trying to put themselves into the clients position the team was able to make better decisions to bring value to the clients	• Working closely together at the office was a catalyst for increased interaction among team members • The absence of strict divisions and authoritative roles was seen as a strategic move to promote shared responsibility and collaboration • Encourage every team member to engage in all aspects of the team's work

While making the analysis, the rationalisations that kept repeating themselves were related to trust. From the observations, it was visible that the Tribe Team and the Structured Team had made two opposite rationalisations to their team structure. In other words, the Tribe Team rationalised that team members should be trusted to make the right decisions for the common good. This was visible in their observed behaviour and processes by sharing work tasks and responsibilities to smaller fractions of the team. On the other hand, the Structured Team rationalised that trust was achieved through clear responsibilities and processes that allowed team members to express trust through completing their assigned tasks. However, due to the small size of the smaller division in the Structured Team, the smaller division felt they did not have a similar option as their larger division due to their size. Hence, they had to rely on their team members more.

Furthermore, the Client Oriented team had rather fewer concrete rationalisations when it came to their work culture. However, they had rationalised that in order to make decisions in their team structure and ways of working, they had to understand their client bases in detail. In other words, different types of client's value different aspects of their service. Hence, in order to develop their operations, they would have to study each client base separately for each division.

The Creative Team had the most solid rationale for their work culture. Firstly, they strongly believed that working in close proximity to their colleagues in the office fostered increased interaction among team members. Consequently, many team members opted to spend significant time working from the office. Secondly, they were convinced that excessive processes, structures, and roles stifled their creativity and innovation. This conviction was evident in their decision to minimise team rituals and roles. Lastly, the team rationalised that for optimal efficiency, every team member should be fully involved in all aspects of their work. This rationale was exemplified by their approach of assigning each team member tasks across various aspects of projects and promoting collaboration through paired working sessions.

7.3 Basic underlying assumptions

Lastly, in the comparative analysis are the basic underlying assumptions that were found during the observation phase. As the teams were only observed for a short period of time, it cannot be argued that these assumptions would fully explain the reasonings behind different work cultures that the teams had. However, the key findings summarised in the following Table 29 are used to support and validate comparisons and reasonings for differences found in the previous sections 7.1-7.2.

Table 29: Comparison of the underlying assumptions

Basic underlying assumptions	
Team	**Description**
The Tribe Team	• Close knit dynamics between team members • You can have an informal conversation with your colleagues at work • The team knows the best quality that to offer for their clients
The Structured Team	• No one is responsible alone for anything unless they have a dedicated role for a responsibility at that time. • Trust and responsibility is created through structures • Assumption was that the previous division made in the previous organisational culture was good
The Client Oriented Team	• The team assumed that continuous decisions needed to be made in order to consider client perspective in every aspect of their work • Adapting to the schedule and needs of their clients naturally • Quick learning means that the person wants to take on more responsibility • Assumption was that the previous divisions made in the previous organisational culture was good

The Creative Team	• The common agile ways of working are the best practice to become agile team • Working together increases productivity • Knowledge sharing is key part of the teams success

Overall, among all the teams, the Tribe Team emerged as the most protective of its work culture. Upon analysing the field notes post-observation, it became evident that the team fostered strong interpersonal bonds, likely due to members' extended tenure within the team. This longevity had facilitated the formation of intimate relationships among them. It appeared that the team operated under the assumption that its members shared a familial closeness, leading to an open exchange of personal information among them. These notions of the team functioning akin to a tight-knit family and prioritising interpersonal connections reinforce the team's inclination toward minimising reliance on formal processes, instead placing trust in its members to support one another.

Rather than depending solely on interpersonal trust, the Structured team's underlying principles were rooted in the extent of organisational frameworks in place. The fundamental assumption was that well-defined structures and processes could delineate expectations for employee performance and foster trust within the team. Furthermore, a key observation was that individuals within the team were not deemed accountable for tasks unless explicitly assigned responsibilities. Hence, the team had decided to create many roles and responsibilities inside their team.

Additionally, a prevalent underlying assumption became apparent when observing both the Structured and Client Oriented teams – the belief that the divisions established in their previous work cultures were effective. Both teams chose to retain these divisions when transitioning to new management structures. It appeared that little deliberation was involved in this decision; rather, the teams opted to maintain the existing divisions. The Client Oriented team displayed some inclination towards retaining the divisions, possibly influenced by external metrics supporting their efficacy. Conversely, the Structured Team rationalised the divisions based on the differing products they offered. Despite the potential for these divisions to create clear distinctions within the team's work culture, the Structured Team simply assumed their worthiness without further scrutiny.

Finally, as the organisation underwent transformation, the Creative Team embraced most of the notion that agile principles represented the optimal approach for cultivating their

work culture. Embracing these principles wholeheartedly, the team anticipated heightened productivity and knowledge acquisition through a diverse way of collaborative methods inspired by agile methodologies. Unlike their counterparts, the Creative Team made it their mission to fully integrate the transformation, revolutionising their operational dynamics from the past meaning that they also assumed that what was previously done was not good enough to become better at what they do.

8 Discussion and conclusion

This chapter presents both the discussion and conclusions drawn from the research findings. The findings will be discussed with existing theories and academic literature, and key insights are illustrated through tables. Additionally, a comparative example of IGN's use of self-managing teams is conducted against the study to provide an international perspective. Then, the chapter provides research evaluation, examining the research through common validation criteria while describing the limitations to the research.

8.1 Theoretical contribution and implications to practitioners

Even if the use of self-managing teams has increased beyond IT industries, the transformation achieved through self-managing teams is not guaranteed due to their higher autonomy. Hence, it is important to understand the role of self-managing teams in transformations, what different types of work cultures teams create due to the transformation, and why differences between team cultures occur. In the following sections, the research findings are discussed together with the existing literature to provide theoretical contribution and implications to practitioners.

8.1.1 Shifting the organisational control system towards self-managing teams

In general, the results of this research demonstrated that the company undergoing transformation was going to decrease the control of the middle management system, transitioning their teams into self-managing ones. Correspondingly, as described in the literature, the management aimed to embrace a flatter organisational culture to reduce bureaucracy and enhance adaptability to evolving external environment (Nijholt & Benders 2010). Consequently, the role of middle management shifted more towards HR functions. This change was anticipated to elevate the role of self-managing teams. The research findings indicated that, consistent with literature, self-managing teams were instrumental in decentralising control within the organisation, facilitating prompt and consistent decision-making to enhance agility and adaptability of the organisation (Barker 1993). As described in literature, managerial authority was delegated to teams through their transformation into self-managing teams (Lee & Edmondson 2017, 37). Therefore, management anticipated that teams would become more independent and take accountability for their workstreams. This assumption finds support in the existing

literature, which asserts that teams who possess managerial authority are better positioned to make informed decisions, leveraging their proximity and expertise to enhance their efficiency (Lee & Edmondson 2017, 37; Rousseau & Aubé 2010, 754). For instance, the research showcased that management granted teams the autonomy to establish their yearly objectives.

As described in the literature, the diminishing role of the middle management would start shifting the control system in the organisation (Barker 1993). The research found that not all teams reacted the same way to the shift because some relied more on their middle managers than others. In other words, the research showed that when the role of the middle management had changed, it created a periodic control void. Simultaneously, as the teams gained more autonomy, they tried to fill the void of control with various approaches to take responsibility for their work by organising it in new ways. Mainly, the approaches that the teams adopted could be divided into two different ends of a spectrum from structured to creative work cultures. In the next chapter, the elements of how the teams adopted these new approaches to their work cultures are discussed.

8.1.2 Impacting factors to the way a team can adopt a new work culture

Even if the shift in the organisational control system created a void, it simultaneously created free space for new ideas. The research results showed that depending on various factors teams decided to take different paths on their transformation journey. Guided through previous research, observations were made through selected factors providing support for existing literature (Nijholt & Benders 2010, 383; Shin et al. 2016; Barker 1993). These factors together with the ones found during the observation phase are presented in the Figure 18.

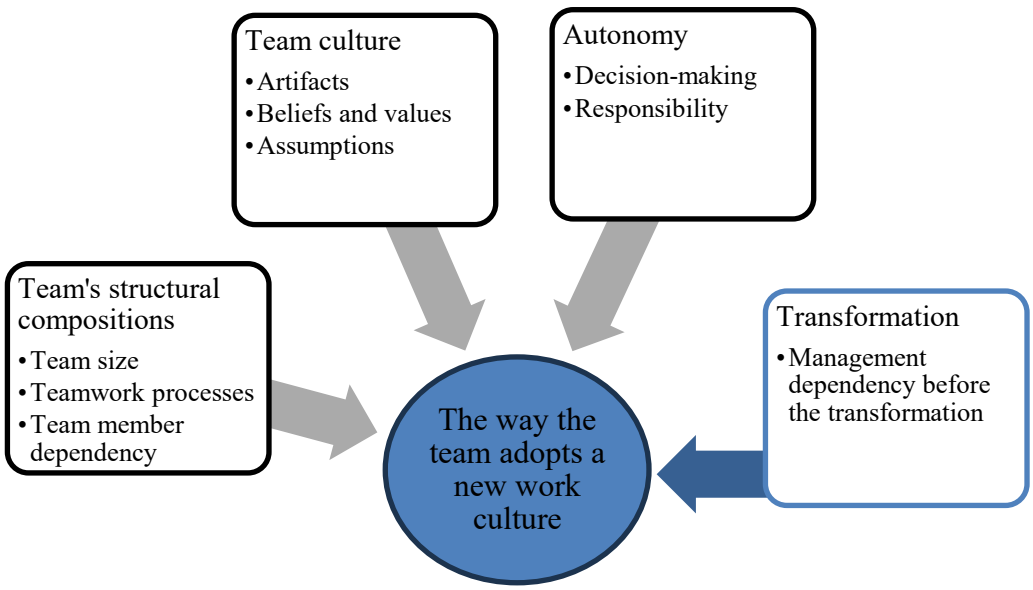

Figure 18: Factors impacting adopting approach

Most notably, the research results showcased strong support for the team's structural compositions, team culture and autonomy being impacting factors to adopting the new work culture. Especially, teamwork processes and team member dependency were in the centre of the observations due to the high number of divisions, roles, and team rituals they had decided to implement.

Additionally, the team culture was highlighted throughout the observations since Schein's (2010) three levels of culture framework was used to guide the observation phase and later the analysis of empirical findings. Additionally, as concluded in the theoretical framework, work culture should be seen as a subsection or a perspective of the team's culture (Nicholas 2022). Hence, it could be assumed that the team's culture would have an impact on the new developing work culture. The research findings provided support for the assumptions of the theoretical framework, as observed behaviours and attitudes within each teams' daily work routines, values and beliefs were capturable through observations. Thus, descriptions of each respected team were able to be made. Additionally, the research results showed rich descriptions of everyday work situations that the team's encountered.

Another observable factor that was visible in the teams' work culture was their autonomy. During the observation phase, the research results showed similarities with the aspects of the literature. For instance, when discussing autonomy from Cummings' (1978) perspective, the teams are expected to have high task differentiation to be autonomous.

All the observed teams were fully responsible over their end-to-end process of client service supporting this factor defining clear borders to their area of autonomy. Additionally, in order to be autonomous, teams were expected to have boundary control (Cummings 1978). The research results showed that the team could make decisions on almost everything except aspects that had a substantial impact on costs such as recruitment. However, similarly to the Johnson's (2013) perspective on decision power, the teams were allowed to make changes to personnel, process, and structure. In the research results, these could be aligned with changing roles and responsibilities, changing workflow process, and changing divisions inside the team which they had implemented. By having the support of previous literature, the research results demonstrate that the team's autonomy was sufficient since they had made significant decisions and actions to create and adapt to a new work culture.

Furthermore, besides the supporting results for the previous literature, the research results showcased some interesting findings of a factor that could have an impact on the team's journey in adopting a new work culture. The finding was related to management dependency, that was first discovered during the interview where the interviewee stated that some teams had a harder time to adapt than others due to their dependency on management roles. Additionally, later during the observation phase, it was discovered that the Structured Team and the Client Oriented Team had decided to maintain divisions inside their team working methods due to their previous work culture indicating support to the statement that the impact of middle management could be seen in the teams' transformations.

8.1.3 Ways how self-managing teams can adopt new work cultures

The impacting factors found in the previous chapter were supported by the previous literature (Nijholt & Benders 2010, 383; Shin et al. 2016; Barker 1993). Additionally, the research findings showcased that the way the team adopted a new culture could lead to different takes on their approach implementing it. The different approaches could be set on a spectrum which consists of structured work culture to creative one as showcased in the Figure 19 below:

Figure 19: Spectrum of cultural approaches to management void

From the diagram, it was evident that the Structured and Client Oriented Teams exhibited significantly more structure compared to the Tribe and Creative teams. Both maintained their permanent divisions from previous work cultures, typically based on specific reasons such as product lines or client segmentation. Additionally, both teams had a higher number of team roles since each division required its own responsibilities for operations. Seemingly, these divisions were deeply ingrained culturally within the teams. The research results revealed distinct differences in interactions and behaviours among these divisions, notably observed within the office environment. However, the Structured Team was positioned closest to a highly structured work culture because of their multitude of roles and preference for functionality over perfect task rotation, distinguishing them from other teams.

On the opposite end of the spectrum were the Tribe and Creative Teams. While the Tribe Team maintained divisions primarily for coverage purposes, they still exhibited some long-term roles and responsibilities that could potentially lead to silo formation. Additionally, the team's reverence for highly skilled employees and the concentration of roles and responsibilities around them could foster hierarchies within the team. Hence, the Creative Team was placed closest to a creative work culture due to their minimal structures and active pursuit of new rituals and tools to enhance their work methods. Their goal-oriented atmosphere further fuelled their motivation to foster creativity, continuous improvement, and efficiency.

In conclusion, the research results highlighted that while some teams sought to create structures to address the management void, others relied on natural interactions and trust, negating the need for explicit structures. These findings suggest that there is no one-size-fits-all approach to adopting a new work culture, a topic further explored in subsequent chapters based on the research results and existing literature.

8.1.4 The existence of microcultures in organisations creates differences between teamwork cultures

As the transformation provided more and more responsibility and autonomy for the teams during their journey towards self-management, they possessed more control over the factors they could change about the team's ways of working. Upon conducting the comparative analysis between the observed teams, the research results revealed substantial differences between the teams. The differences were anticipated since the teams had started to adapt the new work culture from each of their own perspectives. Hence, the research aimed to study the teams through microculture perspective presented in the existing literature (Schein 2010, 1-2; Kiaos 2023, 5-6).

The research results supported the existing literature on various levels of culture since besides existing in the same occupational group, the teams had very strong takes on how and why they wanted to adopt their new work culture (Schein 2010, 1-2). For instance, while the Structured Team wanted to build processes to clarify their operations, the Creative Team did not want to create processes to avoid silos. Hence, the results showcased the teams' tight knit interactions and shared understanding of their values and beliefs on how they should conduct their work. Moreover, while further analysing the teams, the research results showcased that the reasons why the teams had taken different ways of adopting their work culture were deeply embedded in their espoused beliefs, values and underlying assumptions regarding their work. For example, the Client Oriented team had decided to maintain their three divisions since they believed that by focusing on each client group with separated workstreams, they were able to achieve higher client responsiveness from adaptation.

The validation of microcultures through the research results serves to support the existing literature, highlighting the understanding that not all teams within an occupational group can be expected to adopt a new work culture uniformly. While these cultures may exhibit similarities, Schein's (2010, 23-24) "lily pond" metaphor for cultural levels illustrates that culture possesses depth, influenced by factors beyond surface observation, thereby creating a nuanced dimension for variations among smaller units.

8.2 Comparative example to IGN's international agile transformation

Even if the study focuses on investigating agile transformations and self-managing teams through a Finnish organisation, established international businesses from various sectors have started adapting similar practices to their working methods. The purpose of this chapter is to highlight through a real-life example how and why agile self-managing teams are used in an international organisation. The analysis of the chapter is presented as a brief benchmark of the research results and secondary data of an international Dutch banking group, IGN, which started its transformation journey in 2015 (Jacobs 2017). The case of IGN was chosen since their transformation had striking similarities and it aimed for comprehensive organisational agility (Jacobs 2017).

In the upcoming chapters, the management perspectives and motives for the transformation are discussed and compared. The comparison is made to see whether the aspects of an international organisation would bring varying motives and for the use of agile self-managing teams.

8.2.1 Two transformation, similar goals

Comparing the transformation through benchmarking, utilizing insights from specialist interviews and information obtained from McKinsey's website regarding the IGN's transformation, highlights notable differences showed in the Table 30**.** Even if the specialist interview did not provide as many results as the website, the IGN's case can be used to highlight new perspectives for companies motivated to use agile methodologies with self-managing teams in an international context.

Table 30: Comparison of the organisations

Perspective	Finnish organisation	IGN
Motives for the transformation	• More adaptable business	• The need to move from A to B then C to D • Customer expectations were being shaped by digital leaders • Benchmarking themselves to real tech firms

The reason for using agile and self-managing teams	• Self-managing teams can be expected to be experts in making better decisions for their end-to-end process • More adaptive work models	• End-to-end responsibility • To ensure that teams have range of knowledge and expertise • Transparency • Better management • The team can comprise of representatives from multiple functions
What they aimed to achieve	• Flexibility in business • Decrease bureaucracy • Lower organisational structure	• Speed • Dynamic operations • Flexibility • Ability for the organisation to rapidly adapt • Ability for the company to steer itself to the right direction • Lower organisational structure • Better employee engagement • Better customer satisfaction

Three distinct perspectives were selected for the benchmark. Firstly, the benchmark focused on investigating the motives behind the transformation, seeking to understand the catalysts that created the need for change. Secondly, it aimed to comprehend the rationale behind each company's adoption of agile and self-managing teams. Lastly, the benchmark aimed to understand the objectives that the companies aimed for through the implementation of agile and self-managing teams.

8.2.2 Motives for transformations

Starting from the evaluation of the transformation motives, from the table it was evident that IGN presented a multitude of motives while the research results showcased only one. The results in the table can be partly explained by international aspect of IGN’s business operations. In other words, IGN being a multinational organisation, it has more competition globally than the Finnish organisation. Hence, IGN needs to execute continuous improvement from A to B while thinking about the development from C to D. Additionally, customer expectations can differ for international companies since the competitors can be digital leaders. Hence, IGN had determined that they need to benchmark themselves to real tech firms. (Jacobs 2017).

On the other hand, the Finnish company had noted that their motive for the transformation was the need for adaptive business operations. This perspective can be explained by their local operations and their need for local responsiveness. Through local responsiveness achieved through adaptive business operations they can answer to the local competition.

8.2.3 The reasons to use agile and self-managing teams

The reasons for using self-managing teams in both companies held similarities. Both companies wanted to utilize self-managing teams because they were deemed responsible for overseeing the end-to-end process of their business operations. Additionally, both companies noted that management and decision-making quality would improve by implementing self-managing teams. In the research findings made in section 6.1, the specialist noted that self-managing teams were regarded as experts in decision-making regarding their work operations. This research finding has similarities with IGN's perspective on the benefits of self-managing teams having a range of knowledge and expertise meaning that they could make informed decisions. (Jacobs 2017).

Furthermore, the differences between the companies highlighted the local and international contexts of the organisations. Similar to the previous chapter, the Finnish organisation reasoned their use of agile and self-managing teams to gain adaptable work models. Again, this perspective can be explained by their need to achieve adaptation in the local market. On the other hand, IGN stated that they used agile self-managing teams to increase transparency in their operations and that they could include members from variety of functions to their teams. It could be assumed that IGN wanted to achieve transparency due to their multinational presence that can be hard to control. In addition, knowledge transfer could be achieved through allocating members from variety of functions and locations to different teams. (Jacobs 2017).

8.2.4 The goals of using agile and self-managing teams

Lastly, while comparing what the organisations wanted to achieve through employment of agile self-managing teams, it was clear that flexibility, decreasing bureaucracy and lower organisation structure were the main goals for employing agile self-managing teams for both organisations.

Upon analysis, IGN appeared to have more objectives compared to the Finnish organisation. The first notable difference was the emphasis on operational speed facilitated by self-managing teams. For a multinational entity like IGN, quickly adjusting to diverse operations can be challenging. However, by leveraging agile self-managing teams, regarded as decision-making experts in their respective domains, the organisation could enhance its capability to swiftly adapt to the evolving international environment. Moreover, with teams possessing diverse expertise and knowledge, they would help steer the organisation's direction based on competition and customer demands. This active involvement in operations would foster greater employee engagement, ultimately leading to improved customer satisfaction. (Jacobs 2017).

8.3 Research evaluation and recommendations for further research

The purpose of the research aimed to delve into the role of self-managing teams in transitioning to a new work culture and to explore their journey in new work cultures. The research setting was placed within a company undergoing an agile transformation and utilising self-managing teams. This study was conducted as an ethnographic study that took place in Finland during the spring of 2023. Employing a highly interpretive approach, the research primarily utilised semi-structured interviews and non-participant observations to gather its empirical findings.

As a researcher, I structured this study with an exploratory and adaptable design to allow for a comprehensive exploration of the topic. This approach enabled me to gather rich and nuanced data, ensuring that all essential observations were captured to gain a deep understanding of the variations present within the work cultures of different teams. Recognising the inherent complexity of the subject matter, I anticipated significant diversity in the results stemming from the unique dynamics and contexts of each team. This expectation prompted me to plan for separate presentations of findings, acknowledging the necessity to analyse and interpret the data in a nuanced manner that respects the differences of each team's culture.

8.3.1 Research evaluation

In qualitative research, the researcher's role extends beyond mere data collection; their interpretation and understanding of the subject matter deeply influence every stage of the research process, including selecting methodology and design. This acknowledgement

shows the inherently subjective nature of qualitative research, particularly in ethnographic studies where researchers immerse themselves in the natural settings of the research phenomenon. Consequently, the research findings are shaped by the researcher's perspective, biases, and understanding. While this subjectivity may challenge the notion of pure objectivity in qualitative research, it upholds the study's validity and reliability (Eriksson & Kovalainen 2008).

In order to maintain coherence between research methods and findings, this study employed an established approach to conducting non-participant observations, as outlined by Spradley (1980). This method provides a structured process for data collection and is recognised for its reliability standards. Moreover, to guide the observation process and ensure meaningful insights, the three levels of culture identified by Schein (2010, 1-2) were utilized to categorize findings, thereby enhancing the consistency of research outcomes. However, it's worth noting that despite these efforts to ensure reliability, the results exhibited significant variation between teams, making comparisons challenging.

Furthermore, the validity of the research was enhanced by utilizing data gathered from diverse sources, including management interviews, non-participant observations, and member checking. By employing multiple data collection methods, a more comprehensive understanding of the research topic was achieved, and the findings were validated through evidence from various perspectives. Additionally, reflexivity was maintained throughout the study by selecting teams with whom the researcher had no prior familiarity and continuously reflecting on personal biases, assumptions, and perspectives regarding the teams. This introspective approach allowed for a more nuanced interpretation of the data and contributed to the overall validity of the research findings.

The consistency maintained through the research methods, alongside the support drawn from existing literature, enhanced the study's potential for generalizability. However, this potential was constrained by data collection within a single company and specific types of teams. In the next chapter, the limitations of the research are introduced in more detail.

8.3.2 Limitations of study

While this research successfully achieved its objectives, several limitations were evident. Conducted within a specific company in Finland, the study's findings may not be directly applicable to companies operating in different industries or countries. Each industry's

unique organisational culture, dynamics, and operational requirements can significantly influence how teams function and adapt to new practices. Therefore, the insights gained from this study may offer valuable perspectives.

Moreover, the focus on observing client service teams within the same occupational group implies that specific tasks and processes may not be easily transferable to various other types of teams, such as development teams. Client service work often involves specific interactions, communication styles, and workflows tailored to meet client needs, which may differ significantly from those required in other team settings. As a result, the applicability of the study's findings to different team contexts may be limited.

Furthermore, while the study provides some insights into how self-managing teams from other industries might adapt agile principles to their work culture, it is essential to acknowledge that these results may only be universally comparable to some other teams. The dynamics of self-managing teams can vary widely depending on various factors. Therefore, while the study's findings provide valuable insights into potential adaptation ways, they should be interpreted within each organisation's unique circumstances and requirements. Thus, the results of the study should be viewed as guidelines for understanding how teams can adopt new cultures and identify potential differences rather than prescriptive solutions applicable to all scenarios.

8.3.3 Recommendations for further research

Even after conducting this research, numerous questions still need to be answered regarding developing microcultures within self-managing teams and how these cultures evolve. Culture is a dynamic and ever-evolving social phenomenon, presenting extended research opportunities to delve deeper into how microcultures evolve and the factors influencing their various levels. Additionally, with the rise of hybrid work arrangements becoming more prevalent following the pandemic, there is a growing need for research on how different working styles can impact the dynamics of self-managing teams and their methodologies.

Moreover, the adoption of agile methodologies across different industries warrants further investigation. While this study provides detailed insights into how teams in various industries have implemented agile principles into their work cultures, more

replication studies and possibly quantitative research are necessary to ascertain which aspects of agile methodologies are perceived as most beneficial across different sectors.

Furthermore, from an internationalization perspective, it would be valuable to examine, through practical examples, how various cross-cultural factors influence the transition to self-managing teams and impact decision-making regarding implementing agile principles in team workflows. Understanding the interplay between cultural diversity and agile adoption can offer valuable insights into practical strategies for global organisations navigating cultural differences while fostering innovative and adaptive team structures.

9 Summary

The study's main objective was to understand better how self-managing teams adopt new work cultures. The objective of the study was divided into three different research questions that were the following:

- What is the role of self-managing teams in their shifting to new work culture?
- What types of work cultures are born from the transformation initiated through the implementation of self-managing teams?
- Why can work cultures differ between self-managing teams?

This thesis undertook a unique approach by conducting an ethnographic study on self-managing teams in a Finnish organisation, distinct from the IT industries. The teams selected for the study were from the customer service field, operating with an end-to-end customer service process, a departure from the typical project-style agile teams commonly found in the literature. This unique perspective makes this thesis particularly valuable for companies considering the implementation of agile self-managing teams.

The theoretical framework of the thesis was constructed from various concepts and literature, connecting parts of the literature. The first part of the literature discusses the concept of culture, including its various layers and structures. From the broader concept of culture, the framework aimed to bring the concept down to a level suitable for self-managing teams and microcultures. Then, in the second part of the framework, literature on self-managing teams is presented, defining factors for self-managing teams are identified, and a concept suitable for the thesis is concluded. Lastly, a literature synthesis was made to bridge the gap between culture and self-managing teams and to show how their work culture could be observed through their microcultures.

The methodology of this thesis is based on a qualitative research approach utilising ethnographic research methods to understand the work cultures of self-managing teams. This thesis included an expert interview and non-participant observations. The expert interview was utilised to understand the management motives and ideas behind the transformation and why they had decided to utilise self-managing teams. Then, the non-participant observations were utilised to observe the behaviour and interactions between

team members as previously used in cultural studies. Through non-participant observations, the various layers of the team's work cultures were identified with the support of the theoretical framework during an observation of 2 weeks dedicated to each team. The overall methodology utilised standard practices in the field of cultural research while getting its guidance for empirical work from previous research.

The empirical evidence supported the previous academic literature on microcultures and the layers of culture. The thesis provided new information on cultural perspectives that exist inside microcultures, such as the team's work culture. Additionally, the thesis provided insights into self-managing team factors that may have an impact on the approach that the team takes. Depending on the approach, teams decide whether to adopt new work cultures. The field notes showed that the level of structure or creativity in the work culture created variation between the teams. Especially if the team had previously had strong connections with the management, there was an indication that structures were expected.

Furthermore, typical data collection and analysis practices in ethnography were used to strengthen the quality of the thesis. Hence, even if similar research results would be hard to achieve due to the social complexity of the topic, the research methods could be used in a similar setting. However, still, some limitations were found in this thesis. The thesis mainly focuses on one company in one specific field and customer service teams with an end-to-end process, making generalising the results more challenging. However, the discussion provided a comparative example of an international company in a similar transformation project to give the Finnish company a benchmark.

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Appendices

Appendix 1 Agile Methodologies

Principles behind the Agile Manifesto (Beck et. al. 2001)

We follow these principles:

Our highest priority is to satisfy the customer through early and continuous delivery of valuable software.

Welcome changing requirements, even late in development. Agile processes harness change for the customer's competitive advantage.

Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.

Business people and developers must work together daily throughout the project.

Build projects around motivated individuals. Give them the environment and support they need, and trust them to get the job done.

The most efficient and effective method of conveying information to and within a development team is face-to-face conversation.

Working software is the primary measure of progress.

Agile processes promote sustainable development. The sponsors, developers, and users should be able to maintain a constant pace indefinitely.

Continuous attention to technical excellence and good design enhances agility.

Simplicity--the art of maximizing the amount of work not done--is essential.

The best architectures, requirements, and designs emerge from self-organizing teams.

At regular intervals, the team reflects on how to become more effective, then tunes and adjusts its behavior accordingly.