

USING THE METHOD OF NARRATIVE CHANGE ACCOUNTING IN THE RESEARCH OF A LARGE FOREST INDUSTRY COMPANY. POWER AND CHANGE IN FOCUS

Kari KERTTULA¹, Tuomo TAKALA²

¹University of Jyväskylä, Post Box 35, 40014 Jyväskylä, Finland, Kari.kerttula@hotmail.com

²University of Jyväskylä, Post Box 35, 40014 Jyväskylä, Finland, tatakala@econ.jyu.fi

Abstract

The aim of the study was to analyze the use of power in a strategic change process within a large forest industry company. The organization in question had a total of 7 700 employees, 6–8 organizational levels, over 30 production units and a widespread international sales network.

In this article we shall concentrate on following issues:

- *What kinds of experiences we got by using the method of Narrative Change Accounting, during the empirical research?*
- *How could we further develop the method the Narrative Change Accounting Method*

The empirical data was collected during a period of more than two years through participatory observation and the change narrative was made by using the *change report method*. The use of power was observed from the perspective of the management group. The researcher had a dual role; he served both as a researcher and a member of the management group.

The first conclusion revealed that the change did not represent a separate process that was taking place outside the normal, established functioning and management process of the organization. The second conclusion was that implementing a transformative change in a large organization is a multi-stage and challenging learning process, both for the change makers as well as for other members of the organization. The third conclusion was that there were no shortcuts to change. It took place through the thinking and actions of the people starting from the understanding of the measures required for the change

The method of narrative change accounting can also be used as a part of the management system of the organization. In this role it would serve as a follow-up tool summarizing the progress of the process at issue based on the accounts given by the people involved.

Keywords: power, change, organization, organization culture, strategy

1. THE BACKGROUND AND THE GOALS OF THE STUDY

The overall purpose of the research was to analyze the use of power in a strategic change process within a large forest industry company. The organization in question had a total of 7 700 employees, 6–8 organizational levels, over 30 production units and a widespread international sales network. The empirical data was collected during a period of more than two years through participatory observation and the change narrative was edited by using the method of *narrative change accounting*. The use of power was observed

from the perspective of the management group. The researcher had a dual role; he served both as a researcher and a member of the management group. The study highlighted the organization's internal narration as an important element in the use of power. It started in conjunction with the appointment of the new management group and continued throughout the two-year monitoring period, so that gradually all organizational layers were involved in interpreting their roles and positions in the new structure. The change narration led by the management group was named as the *interpretative narrative process*. It was a flexible form of narration, which took its place between the old and new structures above single actions getting through all layers of the internal power structure (Kerttula and Takala, 2010)

The researched organization had before the start of the change process a shared management group, but there wasn't any strong collectively shared company culture. Independent sub-cultures had preserved their strong positions despite the mergers. The four subdivisions of the organization had kept the old brands and fostered their cultures through thick and thin. This appeared in product policies, brands and social interaction among the personnel. At the start of the change process, a significant amount of the operations were centralized in the hands of the new management group. This indicated a partial transfer of power of decision away from the subdivisions' managements. The process was very similar to a merger between independent companies. The chosen organization model was based on the matrix, which Juuti (1999:) portrays as a combination of ta functional and project organizations. The study's aim was to research how the management group members experienced the relationship between power and the change process. The research question was defined as follows (Kerttula and Takala, 2010).

How did power arise in the change process?

Additionally there were two supplementary questions;

1. What were the processes that influenced the arise of power?
2. How did the use of power become visible during the change process?

In this article we shall concentrate on following issues:

- What kinds of experiences we got by using the method of Narrative Change Accounting, during the empirical research?;
- How could we further develop the method the Narrative Change Accounting Method;

2. THE METHODS USED IN THE RESEARCH AND RESEARCH PROCESS

Qualitative methodology was utilized in the research and the research material was collected by using the method of participatory observation and interviewing the members of the observed management group. Their narratives played a central role in the sense-making process covering the relatively long observation period. The structure of the research is presented in the Figure 1.

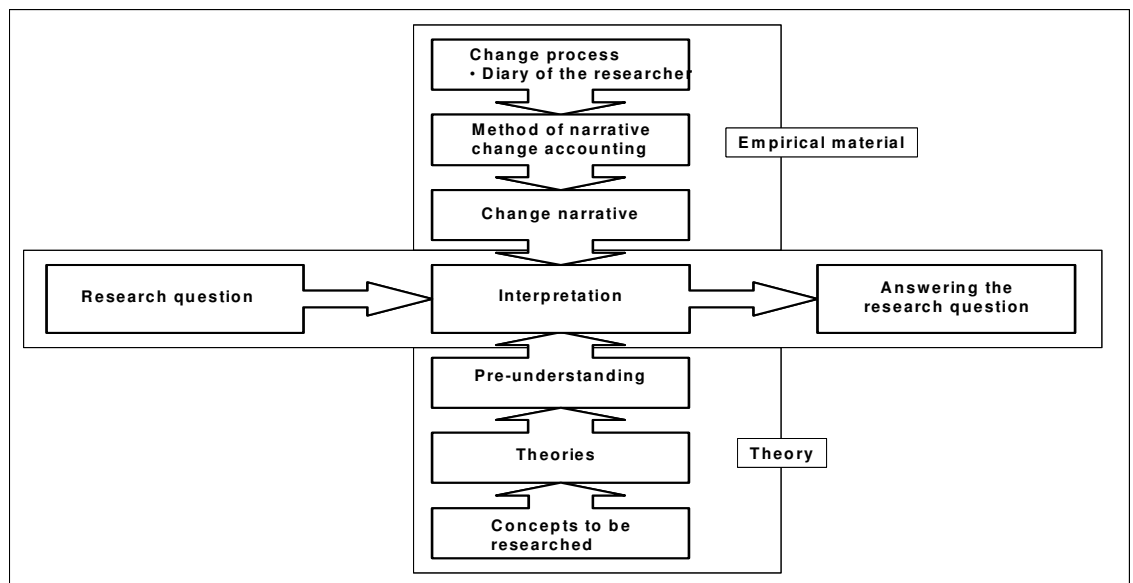


FIGURE 1 - STRUCTURE OF THE RESEARCH

The researcher had a dual role. His role as a member of the organization was determined on the basis of the job description. The secondary role was associated with carrying out this research. Due to the research methodology, both roles were engaged on a daily basis. The researcher's role evolved in stages. The first phase involved the writing of the diary based on the views of the researcher in real time. The next phases were executed after the two-year follow-up period. According to Katila and Meriläinen (2006:), people that research their own work and organization are in a better position than outsiders. They have better chances to do fieldwork by being involved in the processes in which the organization's rules are formed. The objectivity of the research arises when the researcher places him or herself within the research by making his or her perspective apparent by declaring his or her background, the research values and suppositions as well as their influence on the tone of the theory. The reader's role is to assess how these have possibly affected the interpretations presented in the research report. The group membership in the new management group facilitated the active engagement of the change as early as the planning stage of the process, which put the researcher and the members of the group in question in a clearly different position compared to the other members and groups within the organization. The researcher's position in the change process affected his aspects and interpretations, so it had a crucial impact on how the interpretation of the arise of the power

formed during the change process. The monitoring period, which lasted more than two years, was divided into five phases. The duration of those ranged from two days to over a year. The *episodic progress narrative* written by the researcher was used as the basis for the interviews of the other management group members. They read the episodes prior to their interviews and actual interviews were made in following the same chronological order. One interview was arranged for each interviewee, and it was recorded. The recordings were immediately transcribed, after which the interviewees checked that the text was in accordance with their statements. The aim of the interviews was to determine whether each episode corresponded to the interviewee's view of the events and, secondly, whether the episodes lacked anything, which from his or her position seemed important. (Takala and Kerttula, 2010)

2.1. Narratives

The research is based on the interpretive paradigm and its idea of the social world as a phenomenon created and maintained by the human beings.

The research aimed to understand what happened in this world during the two-year observation period and how the change process was steered from the perspective of power by the new management group. The narrative approach enables the observation of the people as an active and significance-giving player, as well as seeing the phenomena of life as a process, narratively researched and associated with time and place (Hänninen, 1999). The truth of the narrative approach is based on either *pragmatic* or *narrative knowing* and its target is to convince the reader. The research information is often based on the dialogue with the people, resulting in a common inter-subjective opinion of matters. The aim is to produce localized, subjective and personal information instead of objective and generalized knowledge. (Aaltola and Valli, 2001). *The participatory narrative* approach enables a dialogue between people representing different ways of thinking and also self-evident concepts can be questioned and negotiated. By internalizing the principles of the narrative analysis, the members of the organization understand better how the organization's "truth" is built and maintained. The basic idea of the participatory narration is that the organization's members judge more critical their stories by understanding their own way to tell those. Narration was linked to the research process in three phases. The first narrative or a collection of narratives is the diary that is closely tied to time, place and researcher's position. It was prepared in parallel with the change process close to the actual events. The compilation of the change narrative, which is narrative number three, was edited by using the *Method of Narrative Change Accounting* by Laitinen (1999). The role and principle of the narrative number two, *episodic progress narrative*, has been introduced in the description of the Method of Narrative Change Accounting.

What are the advances of the narrative approach in the field of business studies? Aaltonen and Heikkilä (2003) actually argue that the first decade of the 2000s will be called a period of "communicators" or "narrators" in organizational research. Since ancient times, narratives have been people's way of recounting

things to their fellowmen. Indeed, it seems that storytelling is now gradually replacing other, outworn methods of organization development (e.g. Lämsä and Sintonen, 2006), and promising results have already been gained. In their study on organizational change, Aaltonen and Heikkilä (2003) found that asking employees to write down their feelings and personal experiences of the change was beneficial: it gave them the sense that the corporate management was genuinely interested in their wellbeing (Aaltonen and Heikkilä, 2003). Heifetz and Laurie (2001) similarly underlined the importance of personnel feedback, suggesting that managers would do well to listen to the personnel for management advice. There is a considerable amount of untapped experience, expertise and competency at all levels of the organization – it only needs to be brought out into the open. Naturally, the organization needs to create favorable conditions for this to happen. (see Syrjälä and Takala, QR)

The framework of this study attaches major significance to the use of language, drawing on Berger and Luckmann's (1966) seminal work *The Social Construction of Reality*. The basic concepts of social constructionism refer to social processes like language use and interpersonal relations. According to Burr (1995) and Gergen (1985), social constructionism focuses on processes by which people "describe, explain or otherwise account for the world in which they live". Knowledge and knowing are not 'within' us, since we share the surrounding reality by conversing and negotiating with other people. Thus, reality is constructed socially by means of language. Moreover, this reality has at least some degree of constancy in the sense that the negotiations of meanings are based on conventions. Berger and Luckmann (1966) and Schütz, (2007) point out that people's conceptions of reality are tied to cultural contexts. Different cultures convey certain routines and manners which function as a means for social negotiations. This allows us to speak of organizational cultures as conventional ways of understanding organizational reality. We further assume that they involve certain codes defining how organizational members are expected to speak, for example, about wellbeing in the organization. The primary aim of this article is to explain the discursive construction of personnel wellbeing in situations of organizational change by using narrative analysis. (Syrjälä and Takala, QR)

2.2. Method of Narrative Change Accounting

Narratives are an important part of the mutual knowing and communication between the people and those enable the understanding of the touch of time. Narratives reflect our position in the world and enable the experience distribution and illustration in an understandable way. A narrative is an attitude towards world and it becomes interesting when it is interlinked with a change including the expectations and opinions of the people involved. People try to pursue the history and anticipate the future in the present, when a narrative enables also the handling of a conflicting conception of the world. (Hyvärinen, 2006) The truth of narrative knowing is based either on pragmatic or narrative knowing and the narrative analysis can be written by using

experimental and belles-lettres alike style of writing. The primary target of the analysis is to convince the reader and generate the feel of truth so that he or she can experience the narrative as a re-run of the reality so that it is possible to understand the behaviour and motives of the people in their operational environment. Narrative knowing is often based on the dialogue between researcher and the members of the target group resulting to a collective intersubjective understanding of the course of events. (Heikkinen, 2001) Participatory narrative approach enables the dialogue between people representing different views whereupon also matters of course can be impugned and negotiated. It is an analytical tool for constructive discourse and the members of the organization can develop and choose alternative narratives and create more critical and fresh views on diverse interpretations. The basic idea of the participatory narrative is that people judge more critical their stories by understanding better their way to tell those. (Lämsä and Sintonen, 2006: 116-118) The idea of narrative circle is based on the idea that people is creating a story of his or her life that consists of numerous smaller stories. Life is a collection of different stories that are connected to the stories of other people. A story becomes a social drama between the people that combines the history, presence and future and helps to interpret and explain the historical course of events and anticipate the future. (Hänninen, 1999) According to Heikkinen (2001) in constructivism there isn't any collective reality but realities have constructed in different ways in social interaction in the minds of the people. This study had a lot of similarities with the findings of Mäntylä (2007). According to her the writing of the change narrative was one of the most central phases of her study. The whole research material was processed simultaneously aiming to write a story that would describe as good as possible the course of events during the change process seen from the viewpoints of different people involved in the process. The researcher's target was to give a clear picture of the change process and its process like nature. She wrote the change narrative by using several sources of information simultaneously and ensured from the people involved the meaning of different events to them.

The Method of Narrative Change Accounting includes approaches from historical research, movie script and ethnography. Central concepts of the method are *episode*, *account* and *negotiation*. The length and extent of the *episodes* might vary a lot. By giving *accounts* people explain and argue their own behaviour and make it understandable. After collecting the accounts the researcher analyses those aiming to identify ambiguities, inconsistencies and defence mechanisms. His or her target is to see the world through the eyes of the research subjects and based on the implications they have given for their actions. (Laitinen, 1999)

Editing of the *change narrative*, is a six-phase process beginning by writing the *opening narrative*. The next five phases are *description of the research context*, *writing of the episodic progress narrative*, *collecting of the accounts*, *writing of the change narrative* and the final step is to *negotiate of the change narrative with the interviewees*. The storyline of the change narrative was based on the episodes written by the researcher but it was changed based on the comments made by the interviewees in their accounts. The basis of the opening

narrative is in ethnography and it describes how the researcher gets on to field of research. He or she can do it in his or her own person. The description of the research context summarizes of the scene and possible changes in the operational environment. The writing of the episodic progress narrative is a binary process where the first phase includes the editing of the material covering the change process and the second one the choosing of the episodes to be assorted in chronological order. This phase is very similar to the master story of a cinema. It is the first listing of the change narrative but not necessarily going deeply into details. Also the way to file the material might vary. The key episodes will be chosen when the episodic progress narrative has been finished. Those will be the basis for the individual or group interviews. The aim is to collect additional information about the course of events and views of different people involved on the changes and impacts of those. The episodic progress narrative that has been changed based on comments made by the interviewees is the basis for the change narrative. The entirety formed by the accounts, observations, documents and other material is handled at the same time, when the aim is to produce the change narrative that describes as best as it can the change process from the interviewees' viewpoint. (Laitinen, 1999). The principle of change narrative is presented in the Figure 2.

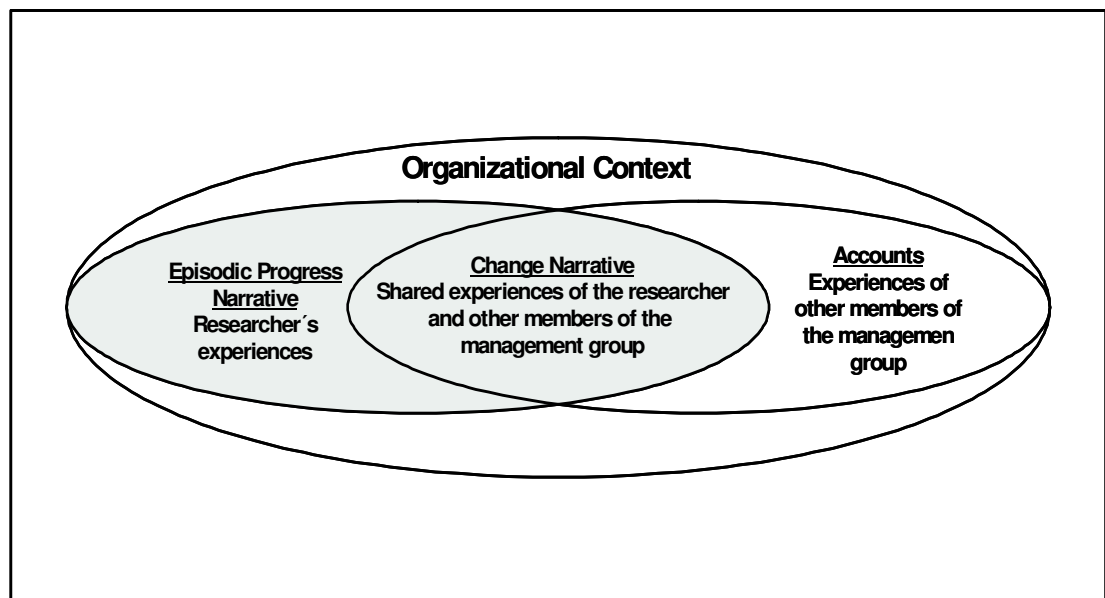


FIGURE 2 - PRINCIPLE OF THE CHANGE NARRATIVE (BASED ON RANTALA, 2007: 133)

The change narrative was just the intermediate stopping point of the research, and one part of the hermeneutic circle framework in which, in accordance with Han-nula (2007), the researcher's duty is 'to go behind the text' and 'get the text to speak', so he or she can find something that is not written in the text itself. The aim is to understand the meaning of the thought and bring it or parts of it into the current situation. The nature of the research changed when the accounts of the management group had been finished and cites of the comments were added on the change narrative. (Kerttula and Takala, 2010)

2.2.1. Phase number 1. - Opening narrative

Opening narrative is a description of the relationship between the researcher and the organization to be researched.

2.2.2. Phase number 2 - Description of the research context

The description of the research context is a summary of the target organization, its members, location and communication channels. (Vaahterikko-Meija, 2003) In this research it included both the old organization chart and the new one that came into force when the change process started. Also the history and numeric data of the organization are covered in brief. The primary aim of this phase was to give to the reader a neutral description of the state of affairs when the change process started. One of the central issues is the announcement that was published 23.02.2004 when the change process became public in the target organization. It includes a list of actions to be implemented by the new management group to improve the profitability and strengthen customer oriented mindset.

2.2.3. Phase number 3 - Writing of the episodic progress narrative

This research is based on three different stories representing three timely different perspectives to the same phenomenon, the change process that was implemented between 2004 and 2006. Researcher's diary consisting of 74 pages is the core of the empirical material. It and other written material is the basis for five-pronged episodic progress narrative. And finally the third narrative was edited based on the chronological order of episodic progress narrative and accounts given by the other management group members in their interviews. It has been summarized in the chapter 2.2.5 in this paper.

The diary was edited by the researcher by using laptop computer that eased the careful filing of the notes without delay whilst the change process proceeded. The first entry was made on 09.02.2004 and the last one on 19.02.2006. Whereas some of the entries were long including contemplation about the progress of the change process, some included only in brief; "*Taking care of routines*". Those were entries that were made in the middle of the change process when the impacts of decisions and actions were not yet visible. It is a micro level description of the course of the events on the daily basis from the researcher's viewpoint. The diary is not included in the research report as a whole but single sentences have been quoted as a part of the narrative number two, episodic progress narrative.

The episodic progress narrative was written after the monitoring period and it is included in its entirety in the research report. The episodic progress narrative is a combination of personal material edited by the researcher, quotes from his diary, written material that is familiar to all members of the new management group and text written by the researcher. It is a macro level narrative edited by the researcher including 5

episodes describing the course of events during a period of about 2 years. The episodes were named so that the title indicates the essential events of episode in question.

2.2.4. Phase number 4. - Collecting of the accounts

By giving accounts people describes himself or herself and his or her world to other people. The content of the accounts depends on the social world and interpretations of the people giving those. (Jokinen et al., 1999:)

In this research the accounts were collected by using thematic interview that is one of the adaptations of semi-structured interview. In this method the subject matter and thematic framework are known but exact form and order of the questions are non-existing. It is possible to focus on particular themes in the interviews and discuss about those. The subject of the research can be a shared daily experience when the world of experience and their definition about different situations in life are emphasized. The general outline of areas to be covered in questions, smallish number of people involved in the research and fairly large amount of work in the analysis phase are typical for thematic interview. Also in-depth going acquaintance with the topic is needed from the researcher. (Hirsijärvi and Hurme, 1995) The aim of the interviews is to collect data that can be used as a basis for trustworthy interpretations that are made by the researcher. Hence he or she has to decide already in the planning phase what are the interpretations he or she is going to do based on the data. The framework of the interviews is based on the list of the thematic areas to be covered and it is not necessary to construct the questions in advance. (Hirsijärvi and Hurme, 1995:) According to Pykäläinen (2000) thematic interview fits well in with the research of cases that are not well known, are repeated seldom and include emotional charges. The interviewed group in this research was the new management group of the organization. The aim of the individual interviews was to check that the change narrative would reflect the view of them or those would be at least a part of the research report.

2.2.5. Phase number 5. - Writing of the change narrative

The writing of the change narrative was the narrative analysis process that was based on the episodic progress narrative and accounts given by the management group members. The objective of the writing process was firstly to ensure that the episodic progress narrative was a possible description of the course of events and secondly widen the perspective so that the management group would have its shared view on the course of events. The change narrative is a polyphonic summary consisting of word-for-word quotes of the accounts given by the eight other management group members. Its chronological order and thematic framework follow the sectioning of episodic progress narrative and the text linking the quotes together to a new narrative was edited by the researcher. Each member of the management group knows only his or her own letter code separating the quotes from each others.

2.3. Answering the research question

The challenge of the qualitative research is the processing of the large entirety of information. The idea is to reduce the amount of the basic data and make the essential more visible so that it is possible to formulate a framework that enables the identification of the findings that are based on the research material. There isn't any official procedure to implement the process but it is up to the researcher to decide how he or she uses equitably the available material and how it serves the research question. (Patton, 2001) In this research the researcher diverged from the details and researched the entity covering the whole change process so distant that it was possible to identify the factor linking the details in a credible way to each others. Something that combined the initial state, change process and end state portraying use of power.

Methodological triangulation including three circles surrounding the research subject was used in the research aiming to cover it more comprehensively as presented in the figure 3. According to Hirsjärvi and Hurme (2000) it is not necessary and not always even possible to separate different phases of it from each others. According to Laine (2001) the dialogue between the researcher and his or her research material is called *the hermeneutic circle*. In the beginning of the process the researcher makes his or her immediate interpretations that deepen later through critical and reflective attitude. Hannula (2007) requests the researcher to "to go behind the text" and "get the text to speak", so he or she can find something that is not written in the text itself. The principle of the hermeneutic circle materialized as originally planned when when the latter phases of the research process were implemented and finally the other members of the management group attended the process by giving accounts and commenting on the accuracy of the change narrative.

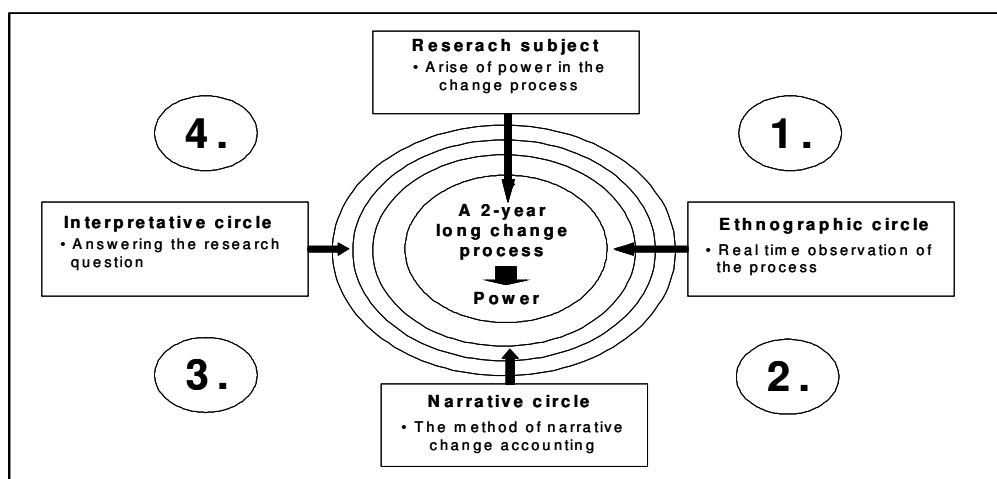


FIGURE 3 - PRINCIPLE OF THE METHODOLOGICAL TRIANGULATION APPLIED IN THE RESEARCH

Instead of defining the keywords *organization, power, change* and *corporate culture* precisely, people and his or her interpretation became critical. According to Rauhala (1983) people are seen and understood in the

holistic framework in the entirety of his or her body, mind and situation. A change in the situation activates the pre-understanding process that results to a new comprehension and people change accordingly. The situations of the members of the researched management group were different before the start of the change process. They had all their own understanding about organization, power, change and corporate culture based on their own old situations. That was the basis for the interpretations of the new of the members of the new management group in their position. All the key concepts were seen as fictitious phenomenon that developed in their minds whilst the change process proceeded.

3. THE USABILITY OF THE METHOD

Control of power and power relationships is one of the most difficult areas of change management research because those are seldom discussed openly. (Mur-Veeman et al. 2001) According to Boonstra and Bennebroek Gravenhorst (1998) there is available only a limited amount of information covering the discourse and communication within the organization in the change of its operational principles and according to Geisler (1999) the sense making process of the directors in the change process is largely unknown.

Power has also besides its invisible characteristics its visible symbols like organization charts, the behaviour of the members of the organization and its infrastructure. In this study power was defined as a latent feature associated with social relationships and consequently it is a resource like phenomenon. It appears through the consequences when it has been used.

The preparation and implementation of the decisions is the use of power whereupon exercise of power is an endless chain of choices between different alternatives. The decision-makers keep their positions as long as the development of the organization proceeds as planned. The first choice is thus the choice of the decision-makers. They are responsible for the use of power. From the point of view of this study it was of vital importance that the members of the management group had their positions all the way through the monitoring period. They had a coherent perspective towards the change process that was based both on their shared history and the group dynamics.

3.1. The usability of the method in different phases of the study

The study can be divided chronologically into three periods as follows;

- Monitoring period
- Writing of the episodic progress narrative
- Writing of the change narrative

The method of narrative change accounting was an excellent research method to use in a long-lasting research like the one at question. It consists of five different phases which are to be implemented successively and each phase prepares the next one. The outcome of the method as such doesn't answer to the research question but it was the role of the researcher to interpret all the material prepared during the research process and solve the research question , "*How did power arise in the change process?*". This study was based on the leadership research that is based both on the social constructivism and postmodernism. Hujala (2008) describes in her doctoral thesis leadership as a discursive phenomenon, whereupon leading of people is a social process that develops in interaction between the head of the organization and his or her subordinates. Discourse and language are tools to create, maintain and change monologic, dialogic and polyphonic leadership. Ford (1999) portrays also organization as a system consisting of different discourses. According to him the effectuation a change process is an intended change of the discourse and this perspective has been covered relatively slightly in the literature.

This discourse emphasizing mindset was the core of this study. Organization was defined as a fictive structure created by its members in their minds. It was at the same time a stage for co-operation and an arena for mutual competition. Internal groups within the organization, which developed in stages and strived to strengthen their positions, formed a wired network maintained by the members of the groups. They tried to boost their own interests as well as the interests of that group in question by choosing members that supported their aims. The only way for a fictive structure to reach the hegemonic position within the organization is to influence on the minds of the members of the organization. This process, maintained by the management group, was analyzed in the study by using the method of narrative change accounting. The method has its pros and cons as listed next.

3.1.1. Benefits and disadvantages of the methodology

The major benefit of the method of narrative change accounting is its clarity and the tight connection between the researcher and his or her research subject in all phases of the study. In this study he had a dual role. The primary role as a member of the management group developed together with the other members of the group in phases as described by Schein (1991). This differentiated both the management group and its members from other groups and members of those within the organization. It lived "in hand" compared to other groups and that is why its internal discourse differed from discourses of those. There isn't any limit for the number of the people or groups to be included in the research but it is up to the researcher to decide the scope to be covered. This dimension gives the method flexibility but on the other hand requires careful argumentation from the researcher regarding his or her choices.

Clarity covers the phased progress of the research process, processing of the research material and finally the structure of the research report. It is easy for a reader of the report to follow the course of events by

reading and comparing the stories from the same period. Those are two different views on the same phenomenon. The reader can judge himself or herself if the interpretations made by the researcher are logical, credible and extensive enough. The research report is edited by the researcher and his or her target has been to ensure the credibility of the report and prepare a summary that is as vivid as possible. The aim of the research wasn't as Tolska (2002) portrays to clarify the physical reality based on generic theories but understanding of the psychical reality and humanity. The final evaluation of the validity and reliability of the research remains yet to be made by the reader.

There isn't any major disadvantage that would have manifested itself during the research process.

3.1.2. The use of the methodology in different phases of the study

A transformational change process of a large organization is a challenge both for the people in charge and other members of the organization. It is a collective learning process where they simultaneously plan and implement new operations models, abandon the old ones and ensure that the organization keeps up viable. The course of events looks often logical and appropriate afterwards when the aimed state of affairs has been reached. Normally there isn't left any systematic written summary covering the change period that would enlighten the series of events and causal connections between those in detail. The method of narrative change accounting enables the combining of the real time monitoring of the researcher and the views of other members of the target group to a narrative that is their shared view on the change process. If an other member of the management group had done the same research from his or her position using the same method the structure of the episodic progress narrative and thus the change narrative would likely be different from those edited by the researcher and included in the research report. According to Patton (2001) the created world is not real but the one that expresses itself as a result of interpretations. Different people experience the same empiric world variously. Despite the different viewpoints of the management group members the answer to the research question, that would be made based on material prepared by them, could be identical to the one made by the researcher of this study.

The all six phases of the method had different roles and the characteristics of the study changed phase by phase. In the beginning the researcher did his work as a member of the management group recording daily the course of events as seen from his position. The core of the empiric research material is the diary written by the researcher. It is a summary of his experiences during the change process showing the chronological order of the course of events but also including consideration about the impacts of different actions agreed by the management group and progress of the change process in general. It was a necessary file for the researcher when he edited the episodic progress narrative that was used as the framework for the interviews of the other management group members. The new narrative was a macro level summary for the researcher compared to the diary but for the other management group members it was a micro level contemplation

including only the views of the researcher quotes from other written material produced during the monitoring period. He also made the division of the entity into five episodes and named those. The other members of the management group prepared themselves for individual interviews by reading the episodic progress narrative in advance. Interviews were done following the chronology of the episodic progress narrative and focusing in accounts on the subjects described in that. The collecting of accounts in form of the interviews was a turning point in the research process for two reasons. Firstly the management group didn't exist any more when the interviews were made and secondly interviewed people became aware of the line of thought of the researcher. The quotes from the accounts given by the management group members replaced the text written by the researcher in the episodic progress narrative whereupon it changed into the change narrative.

3.2. Ideas to use and develop the method of narrative change accounting in the organizational research

According to Juuti et al. (2004:) organizations are polyphonic, disorganized organisms and arenas for internal power struggle where its members express different arguments. Hayes (2008) portrays institutionalization as an extremely political process including a constant negotiation process between competing ways of thinking. The method of narrative change accounting can be used in versatile ways in research of internal life of the organizations. It enables editing of narratives that include also extensive and ruminative comments of the interviewees on connections between different chains of events and phenomena.

The focus of this study was the management group of the organization including all its members. It is possible to widen research frame by increasing the number of the people to be interviewed so that they would represent different groups on different organizational layers. This approach would give a more extensive perspective on the research subjective. In that case there are two ways to edit the change narrative. Either that would be based on the accounts of all interviewees representing different organizational groups or the researcher would edit group specific change narratives. Especially the latter one would enlighten the differences between the understanding of the different groups of the same phenomenon.

The method of narrative change accounting can also be used as a part of the management system of the organization. In this role it would serve as a follow-up tool summarizing the progress of the process at issue based on the accounts given by the people involved. By including their anonymous quotes it would show up causal connections and interpretations that aren't visible in normal follow-up reports and help to analyze the background information and motives of different people.

4. CONCLUSIONS

Juuti et al. (2004) advise the researcher of the organizational changes to "dive" into the nuanced world of the organization at issue. This research was made following that principle. Power and change was a challenging entity to research although the researcher had a box seat in the front row. He was one of those nine people who wrote the manuscript for the change process. The observation of the characteristics of the power was relatively easy in the beginning when the process was strongly centrally planned, but later on the listing became too complicated. Single actions or phenomenon didn't explain the arise of the power because the number of the variables became too large. The management group developed as a group, other groups developed in layers and also the thinking of the researcher developed along the change process. Finally it was necessary to heighten the research perspective and try to identify a phenomenon that influenced behind or above single actions, connected those together and penetrated all layers within the organization. It was the *interpretative narrative process* that was maintained by the new management group.

Power arose during the change process researched in this research in versatile ways. At its best it was an excellent resource that lent wings to the organization to achieve top performance. At its worst it was a negative factor that changed the organization into centres of mistrust, egotism and fearfulness. The outcome depended on the interpretation of the members of the organization. The story or narrative to be told is an important part of the interpersonal communication but its interpretation is substantially more crucial. That's why the skilful narration and a well-constructed story are an elementary part of good leadership. A well-constructed story and an able narrators make a well-functioning combination when the goal is to achieve the position of the dominant narrative (Dawson, 2003) in the manner described by Parry and Hansen (2007). They regard the management process as a larger entirety in which stories have a significant bearing. Leaders' messages can spread swiftly and widely, if "internal social infection" of an organization is established using a narrative. According to Dawson (2003), the objective of a narrative is not just a joint creation of meaning, but also the strengthening of its position and credibility. In such a case, the narrator, the audience and the context have an essential mutual connection. In the research, the significance of the positions of the change makers was emphasised. (Kerttula and Takala, 2010)

REFERENCES

- Aaltonen, M. and Heikkilä, T. (2003). *Tarinoiden voima*. (The Power of the Stories). Helsinki. Talentum Press.
- Berger, P. and Luckmann, T. (1966). *The Social Construction of Reality*. New York. Doubleday Press.
- Boonstra J.J. and Bennebroek Graevenhorst K.M. (1998). Power Dynamics and Organizational Change: A Comparison of Perspectives. *European Journal of Work and Organizational Psychology*, 1998, 7(2), 97-

120. University of Amsterdam, Faculty of Social Sciences, Amsterdam, The Netherlands. Verkkojulkaisu. Saatavilla: <http://www.pluspolve.nl/pdf/EJWOP%20perspectives.pdf>. Retrieved 12.11.2008.

Burr, V. (1995). *An Introduction to Social Constructionism*. London. Routledge.

Dawson, P. (2003). *Organizational Change Stories and Management Research: Facts or Fiction*. University of Wollongong, Faculty of Commerce – Papers. Australia. Verkkojulkaisu. Retrieved October 11, 2008, from <http://ro.upw.edu.au/cgi/viewcontent.cgi?article=1223&Context=commpapers>.

Ford, J.D. (1999). Organizational change as shifting conversations. *Julkaistu Journal of Organizational Change Management Year 1999 Volume 12 Issue 6*, pp. 480-500. Verkkojulkaisu. Retrieved December 15, 2008, from <http://www.emeraldinsight.com/Insight/viewPDF.jsp?Filename=html/Output/Published/Emerald FullText Article/Pdf/0230120602.pdf>.

Geisler, E. (1999). *Organizational Change Phenomena, Managerial Cognition, and Arcival Measrues: Reconceptualization and New Emprical Evidence*. Stuart School of Business, Illinois Institute of Technology. Chicago, USA. Verkko- julkaisu. Retrieved November 12, 2008, from http://stuart.iit.edu/shared/shared_stuartfaculty/whitepapers/geisler_organizational.pdf.

Gergen, K. (1985). *Social Constructionist Inquiry*. New York. Springer.

Hannula, A. (2007). Systemaattinen tekstianalyysi(Systematic TextAnalysis) Kohteena Paulo Freiren pedagogian klassikkoteokset. Teoksessa E. Syrjäläinen, A. Eronen & V-M. Värri *Avauksia laadullisen tutkimuksen analyysiin*. Tampere University Press ja tekijät. Tampere: Tampereen Yliopistopaino Oy – Juvenes Print. pp. 111-125.

Hayes, N. (2008). InstitutionalizingChange in a High-technology Optronics Company: the Role of Information and Communication Technologies. *Human Relations 2008*, Vol 61, pp. 243-269. Verkkojulkaisu. Retrieved November 19, 2008, from <http://hum.sagepub.com/cgi/reprint/61/2/243>.

Heifetz, R. and Laurie, D. (2001). The Work of Leadership. *Harvard Business Review*. 79 (1): 131 -141.

Heikkinen, H.L.T. (2001). *Narratiivinen tutkimus – todellisuus kertomuksena*. Teok-sessa J. Aaltola & R. Valli Ikkunoita tutkimusmetodeihin II. PK-kustannus. Jyväskylä: Gummerus Kirjapaino Oy. pp. 116-132. (Narrativity as Storytelling).

Hirsijärvi, S. and Hurme, H. (1995). *Teemahaastattelu*. (7. painos) Yliopistopaino. Helsinki: Yliopistopaino. (Theme Interview as a research tool).

Hirsijärvi, S. and Hurme, H. (2000). *Tutkimushaastattelu*. Helsinki University Press.Helsinki: Yliopistopaino. (How to use Theme Interview).

Hujala, A. (2008). *Johtamisen moniäänisyys*. Johtaminen vuorovaikutuksena ja pu-huntana hoivayrityksissä. Väitöskirjatutkimus. Kuopion yliopisto, Terveystalouden ja talouden laitos. Retrieved August 15, 2008, from <http://www.uku.fi/vaitokset/2008/isbn978-951-27-0808-6.pdf>. (Diversity Management).

Hyvärinen, M. (2006). *Kerronnallinen tutkimus*. Verkkojulkaisu. Retrieved December 23, 2006, from <http://www.hyvarinen.info/page02-kerrot.html>.

Hänninen, V. (1999). *Sisäinen tarina, elämä ja muutos*. Tampereen yliopisto. Vammala: Vammalan Kirjapaino Oy. (Internal Storiosis).

Jokinen, A., Juhila, K. and Suoninen, E. (1999). *Diskurssianalyysi liikkeessä*. Osuuskunta Vastapaino. Jyväskylä: Gummerus Kirjapaino Oy. (Discourse analysis as a Research tool).

Juuti, P. (1999). *Organisaatiokäyttäytyminen*. Kustannusosakeyhtiö Otava. Keuruu: Otavan painolaitos. (Organizational Behaviour).

- Juuti, P., Rannikko, H. and Saarikoski, V. (2004). *Muutospuhe – Muutoksen retoriikkajohtamisen ja organisaatioiden arjen näyttämöillä*. KustannusosakeyhtiöOtava. Keuruu: Otavan Kirjapaino Oy. (Change Management).
- Katila, S. and Meriläinen, S. (2006). *Henkilökohtainen kokemus tiedon lähteenä: toi-mintatutkimus akateemisessa yhteisössä*. Teoksessa K. Rolin, M-L. Kakkuri-Knuutila & E. Henttonen *Soveltava yhteiskuntatiede ja filosofia*. GaudeamusKirja Oy Yliopistokustannus Press Finland Ltd. Helsinki: Hakapaino Oy. pp. 134-154. (Action Research as a Research Tool).
- Kerttula, K. and Takala, T. (2010). Power and Strategic Change in a Multinational Forest Industry Company. An article submitted to *Leadership and Organizational Development Journal*. (in process).
- Laine, T. (2001). *Miten kokemusta voidaan tutkia ?* Fenomenologinen näkökulma. Teoksessa J. Aaltola & R. Valli *Ikkunoita tutkimusmetodeihin II*. PK-kustannus. Jyväskylä: Gummerus Kirjapaino Oy. 26-43. (Experience and Narrative).
- Laitinen, M. (1999). *Kertovan muutosselonteon menetelmä*. *Aikuiskasvatus* 3.(19), 204- 212. Verkkojulkaisu. Retrieved October 14, 2006, from <http://www.jyu.fi/edu/laitokset/kas/opiskelu/perustiedot/Teksti2.pdf>. (How to use narrative change account method).
- Lämsä, A.M. and Sintonen, T. (2006). A narrative approach for organizational learning in a diverse organisation. *Journal of Workplace Learning*, Vol. 18 No.2, pp. 106- 120.
- Mur-Veeman, I., Eijkelberg, I. and Spreeuwenberg, C. (2001). How to manage the implementation of shared care. A discussion of the role of power, culture and structure in the development of shared care arrangements. *Journal of Management in Medicine*, Vol 15, No. 2, 2001, pp.142-155. Verkkojulkaisu. Retrieved December 13, 2008, from <http://emeraldinsight.com/Insight/viewPDF.jsp?contentType=Article&Filename=html/Output/Published/EmeraldFullTextArticle/Pdf/0250150203.pdf>.
- Mäntylä, R. (2007). *Kertovan muutosselonteon menetelmä*. Teoksessa E. Syrjäläinen, A. Eronen & V-M. Värrin *Avauksia laadullisen tutkimuksen analyysiin*. Tampere University Press ja tekijät. Tampere: Tampereen Yliopistopaino Oy – Juvenes Print. 40-61. (Narrativity and Change Account Method).
- Parry, K.W. and Hansen, H. (2007). The Organizational Story as Leadership. *Leadership* 2007, Vol 3, 281-300. Verkkojulkaisu. Retrieved November 19, 2008, from <http://lead.sagepub.com/cgi/reprint/3/3/281>.
- Patton, M.Q. (2001). *Qualitative Research & Evaluation methods*. Sage Publications International Educational and Professional Publisher. Thousand Oaks California USA, London United Kingdom, New Delhi India. Printed in the United States of America.
- Pykäläinen, J. (2000). *Teemahaastattelu vuorovaikutteisessa metsätaloudessa*. Julkaistu *Metsätieteen aikakauskirjassa* 1/2000. Verkkojulkaisu. Retrieved January 15, 2008, from www.metla.fi/aikakauskirja/full/ff00/ff001072.pdf. (Theme Interviews used in Forest Sector Research)
- Rantala, T. (2007). *Kokemuksen etnografia – avain koulun arjen tunteisiin*. Teoksessa E. Syrjäläinen, A. Eronen & V-M. Värrin *Avauksia laadullisen tutkimuksen analyysiin*. Tampere University Press ja tekijät. Tampere: Tampereen Yliopistopaino Oy – Juvenes Print. 126-158.
- Rauhala, L. (1983). *Ihmiskäsitys ihmistyössä*. Yliopistopaino. Helsinki: Yliopistopaino 2005. (Concept of Man and Social Research)
- Schein, E.H. (1991). *3. painos Organisaatiokulttuuri ja johtaminen*. Weilin + Göös. Jyväskylä: Gummerus Kirjapaino Oy. (Organizational Culture)
- Schutz, A. (1932).[2007]. *Meanings and the Construction of Reality*. Tampere. Vastapaino Press.

- Syrjälä, J., Takala, T. and Sintonen, T. (2009). *Narratives as a tool to study personnel wellbeing in corporate mergers*. Vol. 9. No 3.
- Tolska, T. (2002). *Kertova mieli*. Väitöskirjatutkimus. Helsingin yliopisto, Kasvatustieteen laitos. Retrieved December 18, 2006, from <http://ethesis.helsinki.fi/julkaisut/kas/kasva/vk/tolska/kertovam.pdf>. (Mind as Storyteller).
- Vaahterikko-Meija, P. (2003). *Termikirjasto*. Verkkojulkaisu. Retrieved August 8, 2006, from <http://www.jyu.fi/viesti/verkkotuotanto/yviperust/termikirjasto/konteksti.html>. (Library for different terms).