

Internal Change Management and Communication Across Borders And Cultures

- Denmark & Brazil



By

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Abstract

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This thesis seeks to investigate how culture affects change management and communication within an organization present in both Denmark and Brazil. To do this an academic discussion of how an international organization present in Denmark and Brazil should consider cultures influence on change management and communication, was created. This thesis chose Novozymes as a case, as their internal change management and communication has been investigated within the Danish headquarters in a former project. Thereby being able to use the findings of the former project as points of considerations for how Novozymes might improve or adapt their strategy in order to successfully implement changes in Brazil.

The focus lays on culture and change is due to the fact that the premise of the globalized market makes change and development is a necessity in order to be competitive. The globalized market has also made organizations expand across nations. Thereby one organization is present in more than one country and several cultures. Therefore it is interesting to know how different cultural backgrounds influence the organizations especially in regards to internal change communication. Consequently the focus of this thesis will be on internal change management and communication across borders cultures within Novozymes in Denmark and Brazil, as both change and culture is a vital part of the globalized world of today.

The problem formulation is as follows:

“How should Novozymes manage and communicate changes across borders and cultures within the company to ensure a successful implementation of change management initiatives?”

The thesis is working from a base in critical realism as it is the underlying structures of culture and how that affects communication and change that is sought to illuminate to answer the problem formulation. The problem formulation is based in theory, thereby applying the deductive approach to find the best strategy for change implementation and change communication internally within Novozymes between Denmark and Brazil.

A single case study has been applied as the focus is on one organization; Novozymes and their internal change management and communication across Danish and Brazilian borders and cultures. This means that there will be no comparisons to other organizations.

Seven experts has been interviewed using the semi-structures interview approach, in order to create an academic discussion. Three of them are specialized in change management and communication, three are specialized in Latin American area studies, and one is a consultant within the field of change management and therefore have first-hand experience implementing changes.

For this investigation two sets of theory has been chosen; one based in culture and intercultural communication and the other based in change with John P. Kotter's eight-stage process of creating major change as the main theory on change.

This thesis has, on the basis of an academic discussion amongst experts, compared to theory answered the problem formulation by finding a recommendation for how Novozymes should implement and communicate changes across the borders and cultures of Denmark and Brazil.

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1. Introduction

The world is becoming more interconnected through technological advances in terms of enabling faster movement of data, goods and people across national borders. International organizations are now common. People are interacting across national, ethnic, religious and cultural backgrounds. In other words intercultural communication has become common (Samovar et al. 2012:1-2).

Cultural diversity is a reality that cannot be denied in today's business world. Otherwise, misunderstandings and mistrust will thrive and bring obstacles to organizational success. However when managed efficiently cultural diversity can bring opportunities that benefits organizational success (Moodian 2009:35-36).

“You live in an era where intercultural communication skills are not just an asset; they are a requirement.” (Samovar et al. 2012:4).

There are different approaches to researching intercultural communication, for example by focusing on business communication in connection to the internal communication of an organization, whether it be domestic or international. It could also focus on marketing, handling conflicts or management. (Samovar et al. 2012:2-3). In this thesis intercultural communication will be connected to change management within an organization present in Denmark and Brazil – Novozymes.

This thesis is meant as a further development of a previous project; *Managing Change in Novozymes – Internal Change Management Communication* (Possert, Rosa & Bronk 2013). The project investigated Novozymes' internal communication strategy, focusing on change management and communication. Novozymes has developed a communication strategy called VOICE. Investigating their implementation of the VOICE and analyzing it against Kotter's eight steps of leading change. It was also found that Novozymes had not implemented the VOICE model globally within the company due to cultural differences. This is what this thesis seeks to investigate further.

This thesis will therefore investigate the best way to implement the VOICE model in Brazil focussing on the cultural difference between Denmark and Brazil. The thesis does not take a viewpoint from inside the organization but seeks to find the optimal way for Novozymes to implement changes across borders and cultures, thereby using theory and advice from experts.

The reasoning behind this topic is that in the globalized business world, companies and organizations have to adapt to constant changes within the market to ensure a competitive advantage. This is reliant on the firm's ability to change and thereby implement new initiatives in a good and efficient way. Company managers have to identify, plan and deal with changes in their environment and guide their employees in adapting to the changes. Thereby considering the employees' side of change which may be different due to differences in cultural backgrounds. Several studies and researchers are focusing on change management and communication. Three main theories have been created on how to implement changes in an organization successfully. Jick, Lewin and Kotter are the developers of the three main theories on organizational change.

There has been found no studies with a direct coupling between culture and change management and communication have been made, within an international organization, studying how culture should be taken into regards when communicating internally within an organization across borders and cultures. This is why this thesis will focus on that particular issue.

1.1 Problem Formulation

The considerations outlined in the introduction lead me to the following problem formulation:

“How should Novozymes manage and communicate changes across borders and cultures within the company to ensure a successful implementation of change management initiatives?”

1.2 Project Design

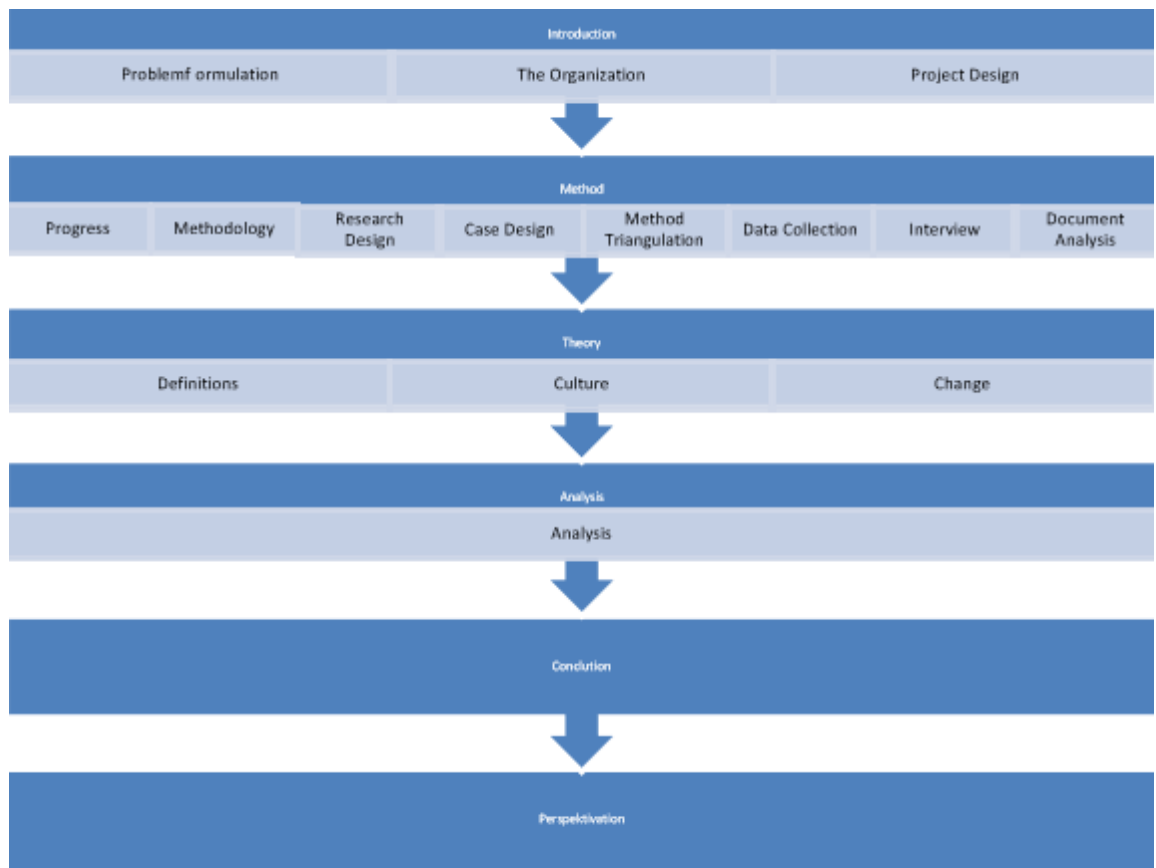


Figure 1: Project Design

1.3 Analytical Frame

The figure above shows the project design - the outline of the thesis as a whole. In order to provide the reader with a deeper understanding of the investigation, the next figure outlines the analysis strategy.

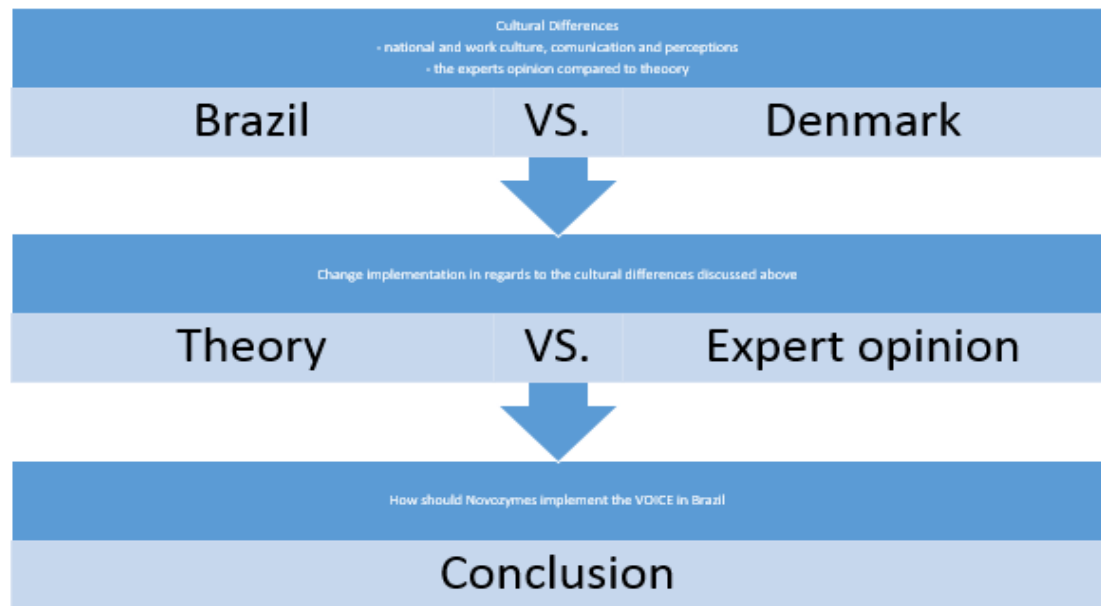


Figure 2: Analysis strategy

2. Method

This chapter presents the scientific methods applied to the research as well as the way this thesis writing process was approached. The foundation of which is made through the paradigm chosen, as the paradigm is a set of beliefs that consists of ontology, epistemology and methodology that will direct the research (Guba 1990:18-19).

2.1 Work Progress

The starting point of this thesis is change management communication and cross-cultural communication and it is working from the iterative process. The intention was to corporate with an organization and gain specific knowledge of real life situations that has an impact on corporate communication and culture. Hence, several companies were contacted in the hopes of finding a collaborate agreement, starting with Novozymes. However, none of the contacted companies had the resources to take on a thesis student. Therefore the aim of the thesis was changed to find a way international organizations should incorporate culture into their change initiatives across the entire organization. Specifically focusing on how an

international organization, with their headquarters situated in Denmark and subsidiaries in Brazil, should consider the cultural differences of the two cultures when initiating change projects. Thus Novozymes was chosen again as the former project presents knowledge of how they implemented changes within the Danish headquarters. Thereby choosing to analyze this topic from an academic discussion. By means of interviews with professors in the field of change communication and management, intercultural communication and Latin American studies as well as a consultant working with implementing change initiatives.

2.2 Methodology

Methodology outlines the scientific approach taken to answer the problem formulation.

2.2.1 Philosophy of Science

The subject matter of the investigation must be determined as either being objective and a natural phenomenon or human made. That is if the subject matter can be changed by human actors it is not a natural phenomenon and therefore not objective. This is determined by ontology (Bryman 2008:18). The discussion of the situation or objective is independent of human action and is on the ontological plan (Buch-Hansen and Nielsen 2007:12).

Epistemology determines what constitutes ample knowledge. The main concern here is how the subject matter is investigated and measured to detect the values thereof (Bryman 2008:13). It is about what is recognized as knowledge and how to achieve knowledge.

Guba & Lincoln define ontology as a determining question of what is reality and knowledge of that reality. They define epistemology as a determining question of the relationship between the reality and the knowledge thereof and how it is perceived. Therefore objective knowledge of how things are and work in reality is within ontology and assumed knowledge or subjective knowledge of how one presumes things work, falls within epistemology (Guba & Lincoln 1994:108).

Methodology is defined by Guba & Lincoln as the researchers way of conducting the investigation from what (s)he believes is possible to know. This is not just a question of choosing either a qualitative or quantitative approach, but a question of basic beliefs – paradigms (Ibid).

2.2.2 Paradigms

According to Guba and Lincoln, paradigms are belief systems that defines the individual views the world and its own position in it and how it relates to it. The paradigms are based in principles and assumptions of ontology, epistemology and methods. The paradigms define the legitimacy of the investigation (Guba & Lincoln 1994:107-108).

Guba & Lincoln argues that in their opinion all paradigms are constructed and invented by humans and are therefore not free from error. Therefore there is not one paradigm that is more right than the others. It is simply a matter of argumentation (Guba & Lincoln 1994:108).

Positivism is according to Guba & Lincoln known as naive realism in its ontology as the assumption is that “...*reality is assumed to exist, driven by immutable natural laws and mechanisms.*” Thereby positivism does not take context and time into consideration (Guba & Lincoln 1994:109). Positivism is dualistic and objectivistic in its epistemology as “*The investigator and the investigated "object" are assumed to be independent entities, and the investigator to be capable of studying the object without influencing it or being influenced by it.*” (Guba & Lincoln 1994:110). In this paradigm the findings are considered to be true if they can be replicated, as well as valid as the investigator is not assumed to influence the findings. The methodology of positivism is experimental and manipulative, which is tested empirically under controlled conditions (Ibid).

Postpositivism or **Critical Realism** as it is also known, is critical in its view of reality as the ontological view is that the way reality is perceived is flawed due to

human flaws, whereby any assumptions of reality is imperfect and must be examined in a critical manner. Guba & Lincoln describes the epistemology of postpositivism as *modified dualist/objectivist* as the investigator is critical and objective. The findings are not regarded as true, even if they can be replicated since they can be falsified. The methodology of postpositivism is *collecting more situational information* in order to illuminate the underlying structure of people's actions from their own point of view (Ibid).

Constructivism is relativistic in its ontology as reality is viewed as socially constructed and socially experienced as well as subjected to changes. There are no absolute truths according to this paradigm. The epistemology of constructivism is *transactional and subjectivist* according to Guba & Lincoln as the investigated objects as well as the investigator influence the investigator's presumptions influences the outcome of the investigation. Thereby *the conventional distinction between ontology and epistemology disappears*, according to Guba & Lincoln. The methodology of constructivism are *hermeneutical and dialectical* as the investigator interacts with the respondents in order to understand the social construction that the investigator becomes a part of (Guba & Lincoln 1994:110-111).

To answer the problem formulation, critical realism is chosen, as it is the underlying mechanisms of the organization that is investigated in order to reveal how and why employees behave and how they will react to changes, which is influenced by culture. Critical realism does believe in absolute and objective truths as the world is ever changing. This means that the results and the conclusions that have derived from this study may not apply years from now (Bryman 2008:14-17).

The viewpoint of critical realism is that knowledge is socially constructed whereby the do not accept truths as absolute as they derive from a social construction of perception. Therefore the underlying structures of the social reality must be investigated to understand how knowledge is perceived and why people act the way they do (Wahyuni 2012:71). The underlying structures can be found in the different cultural background as that is a determinacy of behavior, which is what is sought to be understood from this investigation, as to answer the problem formulation.

Reality is viewed as existing through three domains: The empirical domain, which is concerned with experience and observation. The factual domain, which consists of all things and actions, experienced or not experienced by humans. The real domain, which consists of the underlying structures. The underlying structures cannot be observed directly however they are the foundation for the incidents that can be directly observed and experienced in the factual domain. Critical realists are concerned of the epistemological fallacy, which is reducing reality to knowledge of reality. As well as the ontological fallacy which would be to reduce knowledge to reality (Buch-Hansen and Nielsen 2007:24).

Critical realism is closest to the researcher's viewpoint as positivism for example is concerned with finding objective and absolute truths as it is strongly connected to natural sciences. Positivism seeks to test and measure theories quantitatively, to ensure that the research can be repeated and that the findings are generalizable (Wahyuni 2012:71). Positivism is therefore not suited for this investigation as the subject matter revolves around human behavior and the cultural values that influence them. The same reasoning applies to the de-selection of interpretivism/constructivism as it only evaluates the human interpretation of human behavior and not the underlying structures that has an influence on that behavior (Bryman 2008:15-16). Interpretivism/constructivism takes in to regard the individual's experience of an experience and recognize that it is unique and that all knowledge therefore is subjective and does not seek an absolute or objective truth (Wahyuni 2012:71). However, it does not reveal the underlying structures this thesis seeks to uncover, which is why it has been disregarded in this thesis.

2.3 Research Design

The research design is based either on a quantitative or qualitative strategy. The quantitative strategy works with numerical data and focus on the generalizability of the results. The qualitative strategy works with words and deducing the subjective meaning of the words and the reality of which they are connected to. Thereby the qualitative strategy seeks to gain a deeper understanding of one subject and less on the generalizability of the results (Bryman 2008:22-23). The qualitative research

strategy was chosen for the investigation of how Novozymes should communicate and manage change across cultures regarding the implementation of change initiatives, to gain a deeper knowledge thereof as well as the underlying structures that may possibly influence the behaviour of the employees. The investigation does not seek to generalize the findings.

2.4 Case Design

The *case study* design is a detailed and systematic enquiry that entails details of the complexity of the case, and is what will be applied here. Case studies are usually applied within a qualitative design strategy as it provides a more profound understanding of the subject matter. It is nevertheless possible to apply the quantitative strategy to the case study; however, this will not be done in this investigation (de Vaus 2001:230).

A case design is usually build around a city or a country, an individual or a team, a company, a happening or decision making processes and what influences them within an international organization like in this case (de Vaus 2001:220).

The case design can take two different approaches; *the single case design approach*, where the investigation focus on for example one organization like in this research where the focus is on analysing how one organization should consider cultural differences in their internal communication and implementation of changes. The other approach is *the multiple case design approach* where several cases are investigated and compared in analysis. The single case approach is designed to provide a deeper comprehension of the subject matter, which is why it is chosen for this investigation (de Vaus 2001:51).

Bent Flyvbjerg outlines five misunderstandings about case study research. First *context-independent* knowledge is regarded as prized higher than *context-dependent* practical knowledge. Second case study cannot contribute to scientific progress, as there cannot be made generalizations. Third a case study design cannot be used for a complete research process. Fourth it is biased to the researchers

opinions. Fifth generating theory from a case study is too difficult (Flyvbjerg 2006:221).

According to Flyvbjerg, all knowledge that derives from studying human behavior is context-dependent (Ibid). He describes case study research as a good learning process for the researcher, as it is a good way of gaining an in-depth understanding of human behavior in reality. He emphasizes that by conducting case studies concrete experiences are made, which is something that other methods lack. Flyvbjerg argues that a context-independent theory simply does not exist, whereby all theories are essentially context-dependent, and context-dependent knowledge is what case study research is producing (Flyvbjerg 2006:223). The aim of this case is to find a recommendation for what Novozymes should consider when communicating changes across cultures within the organization, therefore the knowledge that is sought after is context-dependent, especially due to the cultural differences between Denmark and Brazil.

The case can be looked at either through an embedded view or a holistic view. The *embedded view* is where each element, component or level is investigated, whereas the *holistic view* is investigating the case as a whole. Thereby the holistic view does not take subunits' perspectives into regards, whereby the embedded view is applied to this thesis as it is the subunits of the organization that is being investigated and not the organization as a whole (de Vaus 2001:220-221).

2.5 Method Triangulation

The use of several methods, known as method triangulation, strengthens the research results and provides a deeper knowledge of the subject matter. The reason that the research is strengthened by method triangulation and why it is applied to this investigation is due to the fact that the weak points of each method is outweighed by the others strong points and vice versa. Looking at the same subject matter from different angles also provides a more profound understanding of the outcome as several aspects are uncovered (Esterberg 2002:176). In this thesis two methods of gathering empirical data is applied; interviews of experts and a

document analysis of the former project: *Managing Change in Novozymes – Internal Change Management Communication* (Possert, Rosa & Bronk 2013).

2.6 Interviews

There are three methods of conducting interviews; the unstructured interview, the structured interview and the semi-structured interview. *The unstructured interview* simulates a real conversation as there are no prepared questions or for that matter answer possibilities. This means that the conversation will have a natural flow and spontaneous questions will occur. This interview method is usually coupled with observation (Esterberg 2002:89). This method is not applied as focus is easily lost as no questions are prepared to guide the conversation.

The opposite is *the structured interview* as it provides both pre-structured questions and answer possibilities as well as the order of which the questions should be answered in. This is the most limiting interview method as the interviewee cannot fully express their opinions nor can the interviewer pose follow-up question (Esterberg 2002:85). The structured interview method is not applied either as it is too restrictive.

That leaves the semi-structured interview approach, which will be applied in the investigation, also known as the in-depth interview approach. In this approach, an interview guide is constructed providing a clear focus with pre-constructed questions. However, there are no pre-constructed answer possibilities, leaving this approach more open than the structured interview but more focused than the unstructured. The aim of this approach is to gain fully expressed opinions from the interviewee. It is important to follow the interviewees lead and pose follow-up questions when appropriate to keep a natural flow to the conversation (Esterberg 2002:87). This method is chosen because the it is the approach that provides the interviewees the possibility to elaborate as well as the possibilities to pose follow-up questions.

Several types of questions can be posed in an interview depending on which type of information is relevant to obtain. Questions regarding feelings, senses and personal background is not relevant to this inquiry. However, questions regarding experience, behaviour, values and opinions are relevant as behaviour and values are connected to culture. Experience and opinions are also relevant as behaviour and values are connected to change initiatives and the implementation thereof (Esterberg 2002:95).

The next step is to construct an *interview guide* with pre-constructed questions to ensure that focus is kept in the interview. Both questions and suggestions for follow-up questions are written down. The interview guide is meant as a guide, meaning that it does not have to be followed strictly, as it is important to pose questions following the interviewees lead (Esterberg 2002:94).

The construction of the interview guide should take the order of the questions into regards, even though the interviewer must always follow the interviewees lead. The order of the question is meant to build the interviewees trust by starting with easy non-offensive questions. When the trust is established harder and more invasive questions can be posed. If faced with hard or offensive questions the interviewee will be less willing to answer fully, which is why it is important to start by gaining trust with easy questions (Esterberg 2002:96).

Neutral and open-ended questions are the best way to create a natural flow in the interview and gain trust and thereby fully expressed opinions. It is important not to pose yes or no questions, known as *dichotomous questions*. Leading questions should be avoided as well unless they serve a specific purpose (Esterberg 2002:98). These points have been taken in to regards when constructing the interview guide.

2.6.1 Interviewees

The aim of this thesis is to create an academic discussion of how an international organization should take culture into regards when initiating change. Therefore, seven people who are regarded as experts in the field of change, communication,

culture or Latin America have been interviewed. Six of them are professors or associate professors and one is a consultant with practical experience within the field of change management and communication. Their opinions on the topic of culture and change should shed light on how an international organization should incorporate culture into their change initiatives in order to have a successful outcome.

The interviewees are:

Name	Occupation and area of expertise
Oscar Garcia Agustin	Associate professor at Aalborg University -Latin American Studies - civil society - culture -political systems
Steen Fryba Christensen	Associate professor at Aalborg University - Latin America particularly Brazil
Finn Frandsen	Professor at Aarhus University -crisis management -crisis, - environmental, -climate, and change -communication
Susanne Gormsen	Extern Consultant -HR - communication -change - marketing
Lise-Lotte Holmgreen	Associate professor at Aalborg University -culture and intercultural communication
Kenneth Mølberg Jørgensen	Professor at Aalborg University -organizational learning - organizational change -change management
Sandi Michele de Oliveira	Associate professor of Portuguese and Latin American studies at the University of Copenhagen - social linguistics -discourse analysis - identity

(Table of interviewees)

2.6.2 Telephone and Skype Interview

Telephone and Skype interviews has been applied in order to conduct two of the interviews as Susanne Gormsen and Sandi Michele de Oliveira reside in the opposite end of the country as the researcher. Conducting the interviews via telephone and Skype has been done, as it is time and cost efficient. However, some

issues should be and have been taken into consideration; the technological difficulties that can arise such as bad connection and failure of the telephone and the recording device (Bryman 2008:457).

2.6.3 Interview Questions

The questions posed in the interview guide are based in theory. Thereby there is a clear connection of the theory and the questions asked. The order of the questions have been made to first gain a picture of how the interviewees' perceive culture and how the interviewee estimates the importance of culture and its influence. Thereafter the interviewees' perception of the best way to implement changes.

1. Cultural diffusion	What could each country learn from the others culture?
2. Cultural Universals	Do you see similarities between national culture and organizational culture?
3. ICC – Intercultural Communication Competence	Are there specific skills that one should have, in order to successfully communicate across cultures?
4. Establishing a sense of urgency	How should an organization communicate the need for a new communication strategy in the two different countries?
5. Creating the guiding coalition	What is the best approach for change implementation?
6. Developing a vision and strategy	Is it beneficial to have shared goals and a shared org. culture within an international org.?
7. Communication the change vision	What is important to have in mind when communicating across cultures?
8. Empowering broad-based action	Should a department be able to decide for themselves if and how they would apply the chosen communication strategy?
9. Generating short-term wins	How is it possible to ensure that change is ongoing in both cultural settings?
10. Consolidating gains and producing more change	Can you assure that there are common goals for an entire organization across borders?
11. Anchoring new approaches in the culture	Is it beneficial to have shared goals and a shared org. culture within an international org.?

(Table: interview questions linked to theory).

2.6.4 Interview Transcription

The interviews must be documented in full to ensure the validity of the empirical data as well as a detailed analysis. Thereby the interview is recorded and thereafter written down, word for word in a detailed manner with both questions and answers. This is what is known as transcription. Words should be transcribed as spoken and should not be corrected. Transcription is a time consuming task as one hour interview will usually take eight hours to transcribe (Esterberg 2002:107-108). The transcriptions have been conducted as described above.

2.7 Interview Analysis

The interview data should be well known before analysing it. Therefore, the interview should be read through several times and notes should be taken as to structure the research. In this crucial part of qualitative analysis, the researcher decides which are vital elements of the interview transcripts that convey the meaning of what the interviewees said, and which parts of the data that should be disregarded. As the questions asked have been based on theory a ***focused coding*** will be applied, as there should be recurring themes. These themes should be identified by reading through the transcripts and marking the sentences that belong to each theme, for example by writing remarks in the margin or colour coding them using highlights which is what will be done here (Esterberg 2002:152-153, 161-162).

Coding is used to distinguish meaning from the collected qualitative data. The coding of the data will reflect the researcher's viewpoint and approach to the data as well as the interviewees' opinions. Thereby it is important to know that different coding may convey other meanings (Bryman 2008:542-543).

2.8 Document Analysis

When analysing documents it is important to bear in mind that they are written to serve a specific purpose, which is not generally for research (Bryman 2008:515).

The documents that are being analysed in this investigation are a former project regarding internal change management and communication in Novozymes where internal company documents were analysed. The purpose of this is investigating the results found in that project and analysing them against what is found to be the essential way to take culture in consideration in change management both by the interviewees and the theory presented in this thesis.

When performing a document analysis it is essential to note which type of source produced the document. Either the document comes directly from the source (*primary Source document*) or the document has been through a process and does not come directly from the source (*secondary source document*). There are no primary source documents in this case, as there have not been collected new documents that derives directly from Novozymes. The secondary source documents are the former project on internal change management communication in Novozymes. This document will provide insights to the internal functions of the company (Esterberg 2002:123).

The source of the document must be evaluated. This means that the authors' viewpoint must be established as well as any predisposition the author might have. The authenticity of the document is also necessary to establish. This means to establish whether the document is representative of the source (Esterberg 2002:131). The viewpoint is known as it is clearly stated in the former project as is the meaning, the authenticity is also valid as it derives directly from the source and the representativeness there of it that of an Aalborg University semester project.

To sum up, four criteria for evaluating documents has been identified as; authenticity, credibility, representativeness and meaning. *Authenticity* refers to the origin of the document, *credibility* refers to the accuracy, representativeness refers to the *characteristics* and *meaning* refers to the contents of the document.

2.9 Data Collection

The data in this thesis consists of gathered primary data, which is the interviews conducted of the six professors and the consultant, who will be referred to as experts. As well as secondary data which is the former project on internal change management and communication in Novozymes.

2.10 Feasibility

Feasibility refers to the validity and reliability of the research. *Internal validity* refers to the level of detail described in the research and thereby if a deep and reflective knowledge is obtained. The internal validity should be high in this investigation as the single case design was applied. *External validity* refers to the generalizability of the results of the research. As the single case design was applied, the results cannot be broadly generalized due to the fact that the investigation focuses on how internal communication within an organization should be conducted and how cultures influence it. Therefore, external validity is low. *Reliability* refers to the level of details in the description of the methods applied in the research and how they are applied so that the research can be replicated; this is done to the best ability of the researcher by describing each step of the research in as much detail as possible (Bryman 2008:376).

2.11 Applying Theory

The theories applied in this thesis are mostly western made theories as for example Kotter's eight steps of leading change. The reasoning for choosing this theory is explained further in the theory section. However, applying theories that have been made from a western viewpoint to a non-western context, is done due to the fact that there have not been found similar theories derived from a non-western viewpoint. The application of western theories to a non-western context is therefore a necessity in this thesis. Nevertheless, this is coupled with theories on cross-

cultural communication to gain a more in-depth understanding of the problem formulation.

2.12 Limitations

This thesis does not take race or ethnicity in to regards when investigating cultural differences. When mentioning diversity, cultural diversity is referred to, not other aspects of diversity such as gender, age, ethnicity, race, religion or sexual orientation etc. social class is not considered either nor is the way people dress or their use of gestures.

These limitations are set up to ensure a focused research as it would otherwise be too wide and too time consuming to investigate all these related aspects of culture.

The sole focus of this thesis is investigating how culture affects change management and communication internally within one international organization based in Brazil and Denmark. Thereby how culture should be regarded in the internal change management and communication across borders and cultures.

3. Theory

This chapter presents theories on culture, intercultural communication as well as cultural diversity management and change management, and should serve as an introduction to the discussion of how culture affects change management. The definitions and dimensions will be presented to provide the reader with a deeper understanding. Furthermore, Alvesson & Svenningsson's ten keys to change as well as Kotter's eight steps to successful change will be discussed.

3.1 Literature Review

The literature review that will be presented here is done to enlighten the reader of the research that has been conducted on culture- and change-, communication and management.

Several studies and researchers are focusing on change management and communication. Three main theories have been created on how to implement

changes in an organization successfully. Jick, Lewin and Kotter are the developers of the three main theories on organizational change.

The 10-stage model by Jick (1991) was made as a tool to evaluate ongoing changes. The unfreeze – change – refreeze model of change by Lewin (1947). The eight-step model of leading change by Kotter (1996). This model was made based on an empirical study of more than hundred organizations and their experience with implementing changes. Kotter evaluated their efforts, found eight common errors and thereby developed eight corresponding steps to a successful implementation of change.

Mento et al. (2002) discussed two of the before mentioned theories; Jick's and Kotter's against a seven-step change acceleration model by General Electric and compared those to actual experience from implementing the three models in the last part of the 1990s. Mento et al. (2002) developed a 12-step model that they would recommend to organizations implementing changes, drawing on the theory from Jick and Kotter and the model from General Electric. They developed two steps that they claim none of the other models deal with, which is; "Prepare your target audience, the recipients of change (Step 6)" and "Integrate lessons learned (step 12)".

Morrison & Milliken (2000) researched the phenomenon of organizational silence and focused on the conditions and structures that gave way for that behavior as well as what the consequences of organizational silence is. They found that employees keep silent if they fear that the information they hold can have negative consequences. If there is not a clear consensus of being able to speak openly about issues and concerns, employees will keep silence which will cause demoralization and serve as a barrier for change and development. This will also continue to be reinforced due to shared beliefs amongst the employees and they might in turn be blamed for not contributing their opinions, making the situation worse. Concluding that radical change is needed to change the system and the shared beliefs amongst the employees. This requires change amongst top managers as well as to ensure that the silence is broken.

Scandura and Dorfman (2004) discuss cultures impact on leadership in a globalized world seeking to find universalities in leadership style. They discuss the GLOBE study, which researched the area and concluded that organizations imitate the cultural settings of their physical locations. Concluding that more research is needed on the relations between cultures, national and organizational.

Marks & Mirvis (2011) researched the possibility of managing culture in business mergers and acquisitions. They discuss cultural -pluralism, -integration, -assimilation and -transformation in combination with Lewin's change model. They found that people often see different cultures as being very different although they are almost similar, focussing on the differences. They also found that people tend to create stereotypes and create a stronger "we" group opposed to the different cultured "them". They conclude that in organizational mergers, cultural changes are needed in one or the other group and ideally in both. Culture should be seen as a help in overcoming obstacles in mergers and acquisitions.

3.2 Culture

"A culture is any group of people that share a way of life."

(Kurylo 2013:3).

This refers to all that is shared between a group of people such as the way they speak i.e. their use of language, the values they share and the way they behave and so on (Kurylo 2013:3).

The anthropologist definition of culture is human beings, as we all have culture. There has been many definitions of culture, the earliest dating back to the nineteenth century (Ferraro 2010: 19).

"Culture is everything that people have, think and do as members of their society"

(Ferraro 2010: 20).

This is the definition of culture that Ferraro works with, it singles out three measurable parameters of culture; material objects – that people can have and hold, ideas and values – the way people think and a certain way of behaving – the norms of behavior (Ferraro 2010: 20).

Culture is both something one is born into but it is also something that one becomes a part of during different phases of one's life. Cultural groups are something that one becomes a part of, such as college culture, religious groups and geographical locations as well as socio-economical class, the list goes on. One person can thus be a part of several cultural groups at the same time (Kurylo 2013:4).

Communicating involves symbols and codes to convey meaning and so does behavior. Behavior is the nonverbal part of communication, where language is the verbal part. Both forms of communication uses symbols that represents and develops culture (Kurylo 2013:4-5).

“Culture cannot exist without people communicating it.”

(Kurylo 2013:5).

People produce and reproduce cultural meaning by behaving, talking and eating in certain ways (Ibid).

For every culture, there is at least one subculture, which is evident by closer examination. Subcultures are linked to social status, lifestyle and living area. Furthermore, subcultures have subculture that is divided by age, education, occupation, gender etc. Subcultures have their own values, sets of beliefs and behavioral patterns as well as communication styles. Subcultures can be found in all culture including organizational cultures (Maude 2011:15).

Maude shares the overall perspective of culture as shared values, beliefs and behavior and notes that awareness of other culture characteristics is important in cross-cultural communication. He also notes that in some cases two cultures are so different in their values and behaviors that they are countercultures (Maude 2011:3).

Two approaches to study culture are prevalent; *the emic approach*, which is the inside/native view that focuses on how the culture itself sees values and behaviors within, and *the etic approach*, which is the academic/scientific view. Both approaches have restrictions, wherefore they both need to be applied to the research in order to ensure that the outcome is not one-sided (Maude 2011:5-6).

Maude therefore recommends applying both the emic and the etic approach for a full investigation of cultural values, beliefs and patterns of thinking, which are the underlying structures of behavior. Behavior is seen on the surface level, whilst values and beliefs come across on the deeper level of culture. The surface level is often the one that foreigners see and identify, whereas there are clear benefits from gaining knowledge about the deeper level if one has business errands in a different culture, as that will create the foundations of trust (Maude 2011:6).

3.2.1 Culture in Business

Modaff et al. identifies three common characteristics in defining organizational culture; that culture is consistent of shared understandings and ways of interpreting meaning, that culture is formed by human interactions and is therefore intangible, that culture has an impact on behavior and that communication plays an important part in all three (Modaff et al. 2012:94).

The competitive edge of today's business world is knowledge and no longer physical commodities. This has been a huge step. What now needs to be developed is the human mind. In addition, it should be set in a globalized world (Ferraro 2010: 14).

Research on cross-cultural management has been increased over the last few years. It is however not at a level where it represents the globalized business world of today, as research on cross-cultural management does not keep up with the pace of the fast moving businesses (Ferraro 2010: 18).

All definitions of culture including organizational culture, agree on the fact that culture is something shared by a group of people. Brazilian culture like Danish culture is formed by interactions of people in the shared cultural group. Culture is something that one learns, not something that one is born with (Ferraro 2010: 20-21).

A child is brought up in a setting made by the surrounding society, and therefore the child learns to; speak a language and abide by the rules. Culture is thus developed over generations and passed on. Once the child learns the norms and values of its society, normative behavior becomes natural and not something that requires much thought. This is important to keep in mind in international business especially in communication as different cultures communicate differently. Though it may be difficult it is possible to learn, through training, to follow the norms, values and behavior of other cultures (Ferraro 2010: 21-23).

Cultural universals refers to values or problems that all cultures have in common such as economic systems, family systems, educational systems, social control systems and supernatural belief systems. However, each culture has dealt with each system in their own way (Ferraro 2010: 26-30).

Change is not a new notion to culture, as it is under continuous change. Cultural change or development usually occurs by internal and external forces. The externalities are linked to what is discovered, whereas internal forces are linked to what is being invented. External forces, of borrowing discovered cultural items from other cultures, that one comes in contact with, is known as cultural diffusion. ***Cultural diffusion*** is one culture selectively borrowing features from another culture. This is useful knowledge in international business, as several cultural features are shared due to cultural diffusion. Meaning that when researching a foreign market, one can find cultural similarities that aids cross-cultural communication (Ferraro 2010: 31).

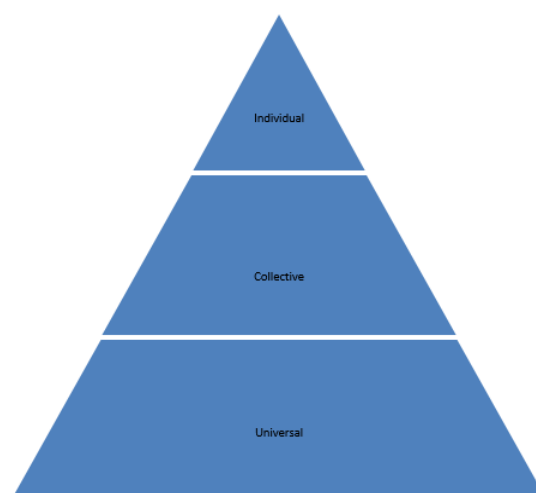
It is important to remember that when two cultures meet they both have something to offer. It is not a one-way street, where one culture is superior. Therefore, what is implemented in one culture does not directly transform to the other culture, it needs

alterations to fit in. Technologies are easier to adopt into other cultures, as the benefits are clear. Opposite is belief systems and ways of behavior, as the benefits of change is not as clear (Ferraro 2010: 33).

3.2.2 Hofstede

“Culture is defined as collective programming of the mind; it manifests itself not only in values, but in more superficial ways in symbols, heroes, and rituals.” (Hofstede 2001:1).

Hofstede operates from the belief that humans are programmed mentally and that programming consists of three levels; the universal level, that all humans have, which is the biological needs of the body, which also controls some behavior as crying and laughing. The collective level, which entails our social behavior and the way, we speak to one another. It is not shared with everyone, but it is what determines our culture, as it is what we learn from the culture group we live in, as well as what separates cultures. The third of the three levels is the individual level, which is what makes people unique. This is where the personality is formed and what makes it possible for people to belong to several cultural groups (Hofstede 2001:2, 9).



(Hofstede 2001:3).

Hofstede operationalize these three levels to measure them qualitatively. He divides them into behavior that can be provoked, natural behavior that cannot be provoked as well as what we say (words) and what we do (nonverbal deeds). Values manifests themselves in nonverbal deeds, and first then are they visible (Hofstede 2001:4, 10).

The core elements of Hofstede's research are values and culture.

"Values are held by individuals as well as by collectives; culture presupposes a collectivity. A value is a broad tendency to prefer certain states of affairs over others." (Hofstede 2001:5).

Hofstede describes values as something that humans are programmed with in the early stages of our lives, and that these values are non-rational, as they are what determines our individual subjective understanding of what is rational. Meaning that what is seen as rational behavior differs from person to person and culture to culture. He describes culture as an onion, with values at the core, surrounded by practices, such as rituals, models of behavior and symbols. Hofstede's assumption is that no culture is fundamentally unique; otherwise, they would be incomparable (Hofstede 2001:6, 10-11, 24).

The five dimensions that Hofstede has based his research of 50 societies on, due to the belief that these five dimensions can be found in each society, are: Power Distance, Uncertainty avoidance, Individualism versus collectivism, Masculinity versus femininity and Long-term versus short-term orientation (Hofstede 2001:17, 29).

Power Distance

Power distance refers to inequality in societies, which can be seen by differences in prestige, wealth and power. Each society weighs each differently, making these variables determined by the collective. This was measured on a Power Distance Index (PDI), a low number indicates small power distance and a high number indicates a large power distance. On the PDI, Brazil had an actual PDI of 69, whereas Denmark had an actual PDI of 18, indicating that there is a greater power distance in Brazil, than in Denmark (Hofstede 2001:79-80, 86-87).

Uncertainty Avoidance

Uncertainty avoidance refers to how people cope with uncertainty concerning the future and dealing with this through law, technology and religion. This was measured on an uncertainty avoidance index (UAI). Here Brazil had an actual UAI of 76, whereas Denmark had an actual AUI of 23. This indicates that Brazilians are more change resistant than Danes (Hofstede 2001:145, 151, 160).

Individualism versus Collectivism

Individualism versus collectivism refers to how people's relationships are between the two. That is, if individualism is valued as positive or not. This was measured on an individualism index (IDV). Here Brazil had an actual IDV of 38, whereas Denmark had an actual IDV of 74. This indicates that Danes value individualism higher than Brazilians who value collectivism stronger (Hofstede 2001:209, 215).

Masculinity versus Femininity

This refers to the social understanding of and emphasis on gender roles and how that is displayed. This was measured on how men and women are valued in the same job functions on a masculinity index (MAS). Here Brazil had an actual MAS of 49, whereas Denmark had an actual MAS of 16. This indicates that Brazilians value clear gender roles and Danes value an overlap of gender roles, meaning that both men and woman can display traits from both traditional gender roles (Hofstede 2001:279, 286, 297).

Long-Term versus Short-Term Orientation

This refers to whether there is a prevalent focus on long- or short-term solutions in a society. This was measured on a long-term orientation index (LTO), relating to family orientation and religion. Here Brazil and Denmark was not scored on the same scale because the same survey was not conducted in both countries. However, Brazil had an LTO of 65 and Denmark had an EMS LTO of 46, indicating that Brazil is more long-term oriented than Denmark (Hofstede 2001:351, 356-357).

According to these findings, there are vast differences between Brazil and Denmark on each dimension.

Although these results have been collected in a manner that has been criticized for being too functionalistic and one-dimensional in the sense that the people who participated in these surveys are connected to one firm, it is interesting to see if the prevalent attitude to the cultural differences, amongst the experts, between Brazil and Denmark reflect these results.

Hofstede's model for investigating and comparing cultures has been criticized for being biased as all participants in this study held a higher education and was employed at IBM. This means that the participants were not representative of their national cultures. Furthermore he has been criticized for not including enough dimensions in his study and the dimensions he did include, have been criticized for being unclear and overlapping (Maude 2011:10-11).

Although Hofstede's study has been criticized, he made noteworthy findings of cultural clusters present in one country. Thereby arguing, that when researching national culture one must also look at the regions of the country in comparison to find the differences and similarities internally within the national culture (Maude 2011:12).

3.2.3 Organizational Culture

Organizational Culture as a term was coined in the late 1970s, and became regarded as the most important components in achieving organizational success by the 1980-1990s. Today it is still regarded as an important aspect in achieving success as organizational culture can also be an obstacle to change. Therefore, organizational culture is still a very important part of change management. Organizational culture cannot be measured and it can be difficult to pinpoint. Understanding organizational culture requires analysis of gained experiences, their meaning, the emotions connected to them, thereby focusing on the people side first and secondly structures and systems (Alvesson et al. 2008:35).

Alvesson and Sveningsson agree with Hofstede in highlighting seven characteristics of culture:

1. Constructed by people over time
2. Thoughts and values become shared
3. Vague, because it exists in the underlying structures and is therefore nonverbal and immeasurable
4. Symbolic and related to myth
5. Historical as it is formed through traditions
6. Holistic as it is referring to large groups of people
7. Inert as peoples values are formed from the shared beliefs (Alvesson et al. 2008:36).

Thereby organizational culture and national culture is not easily affected as it is created over time as well as it is vague and uneasily defined by words. Alvesson and Sveningsson states:

“...cultural change is difficult to accomplish since it usually requires, at minimum, that the normally hidden assumptions are made explicit and targeted.”

(Alvesson et al. 2008:37).

Culture is what lies behind behavior and actions that further influence language and the material aspects of events. This in turn influences beliefs and opinions and thus the culture is reinforced. In organizational culture, the language used in slogans is important as well as how it is used in describing the organization, as this ascribes meaning and value to the workplace. The same is true of what the dress code of the organization and the way and form the meetings are carried out in, as this is usually symbolic of the hierarchical character of the organization (Alvesson et al. 2008:38).

There are sub-cultures to every culture, whether it is national or organizational culture. Senior management is typically seen as one sub-culture within an organization, as they have formed shared beliefs and behaviors over time and through experience. Other sub-cultures arise in different departments and divisions, under the overall organizational culture (Alvesson et al. 2008:38-39).

An organization can be distinct in their values and employee base as well as what they produce, how they produce it and where they do so and how they brand

themselves by the use of logo and slogans, even what their buildings look like. Hence, the brand and the identity of the organization has strong links to the organizational culture (Alvesson et al. 2008:39-40).

For example, Novozymes has created an employee brand and created a shared culture amongst their employees by calling them “Zymers”. Defining Zymers as curious and “*Pioneering a brighter future*” as their employee brand’s slogan advertises (<http://novozymes.com/en/careers/job-benefits/Pages/test-yourself.aspx>).

3.2.4 Intercultural communication

The fact that culture is ever changing, means that international organizations need to be continuously observant of cultural change however, it also means that cultural differences may become smaller over time (Ferraro 2010:34).

Borders have no meaning to culture, as culture is not defined by or restricted to a country. The group that shares the same values, rituals and symbols may very well be larger than the population of one country (Jandt 2013:6).

Jandt outlines six barriers to intercultural communication: *Anxiety*; making appearance strange and create misunderstandings, *Assuming*; important aspects such as similarities and differences may be lost, *Ethnocentrism*; believing that one's own culture is better and passing judgment on others, *Stereotypes and prejudice*; judging others based on assumptions of behavior based on cultural belonging, *Nonverbal communication*; communication without the use of words. For example gestures, can be used intentionally and unintentionally and can cause misunderstandings as it is culturally based and *Language*; the written and spoken word, used to convey meaning, which is also culturally based. Therefore, translations can cause misunderstandings, as somethings simply does not translate (Jandt 2013:81-85, 133,162).

“Intercultural communication is communication between and among those from different cultures”. (Kurylo 2013:5).

Communicating with people from other cultures is more common than one may think, as several cultures exist in one place. Thus, intercultural communication is common on a daily basis in cosmopolitan areas. Cultural communication also takes place on a daily basis, as it is the communication, which produces and reproduces a person's cultural identity. Cultural communication is different and easier than intercultural communication, as it takes place between people who are alike and close. As such, it goes on unnoticed. Therefore, all communication has a level of culture in it. Statements concerning the typical behaviors and characteristics of a person belonging to a certain cultural group are a generalization. These can be useful in research and may help to further intercultural communication and adaptation of behavior. However, generalizations can also become one-dimensional and cause stereotyping, which is when all people from a specific cultural group are expected to behave in a certain way, which is not ideal (Kurylo 2013:6-7).

Every person is unique, in part due to his or her identification with multiple cultures. Thus, stereotyping is problematic. A consequence thereof is prejudice, which is the assumption that a person has negative qualities that are stereotypical of the cultural group that the person belongs to. This in turn can lead to discrimination, which is when people act on their prejudice and treat people badly due to their cultural background and how it is perceived. In intercultural conversations, it is important to disregard generalizations, stereotypes and prejudice and remember the individual (Kurylo 2013:7).

Cultural unawareness leads to misunderstandings. Therefore, being aware of cultural differences and learning about them is a great help to intercultural communication. However, one must be aware of the hidden components of culture as well. The *internal components* are unspoken and often difficult to pinpoint, even for a member of the cultural groups. Whereas the *external components* are explicit and easy to recognize (Kurylo 2013:26-27).

Internal components come to expression through *display rules*, which are a part of the *external components*. Display rules are normative behavior of the culture for expressing emotions in a given situation. All cultures experience the same

situations, for example funerals, however the proper way to behave at one varies a great deal according to the cultural setting (Kurylo 2013:28).

Maude recommends a “flexible communication style” for people doing business across cultures as culture influences expectations of how to communicate in different situations (Maude 2011:12-13).

A concept that does not derive from empirical data, that is highly relevant, is the concept of high-context and low-context cultures. A high-context culture is where the presumption is that both parts of a conversation is able to understand the meaning thereof without voicing it explicitly. The opposite is true for a low-context culture where everything has to be voiced explicitly as there is no presumption of a shared implicit meaning. This distinction is important to be aware of in cross-cultural communication. Brazil has a high-context culture whereas Denmark has a low-context culture (Maude 2011:13).

3.2.5 Intercultural Communication Competencies (ICC)

Intercultural communication competencies (ICC) refers to the ability to acquire the communicative skills, to successfully interact with a different culture than one's own. This is a skill, which usually can be found in people living in highly industrialized societies, as they are more prone to it, since they come in contact and communicate with people from different cultures on a daily basis. However, it is a skill that can be acquired by anyone, as it is a skill like writing (Kurylo 2013:29, 47).

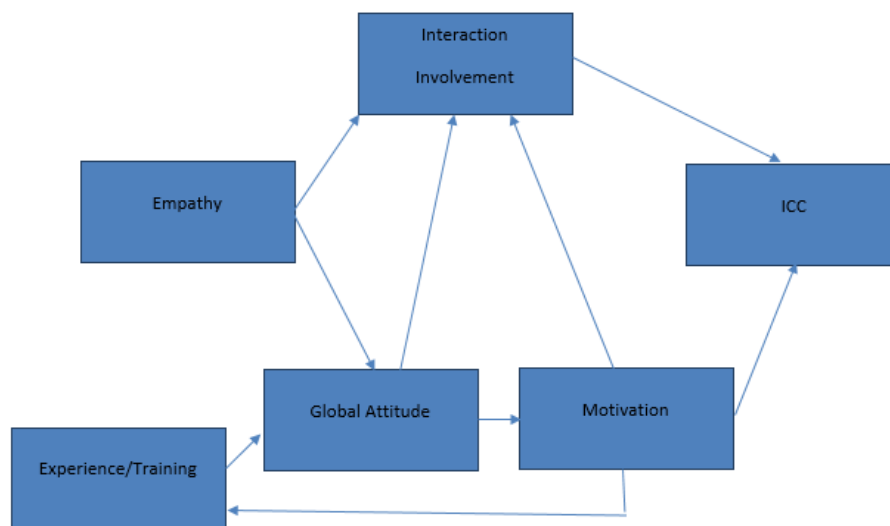
Communication competences is defined as being able to communicate clearly and have one's meaning understood and accepted, and to do so in a manner that is expected from the social context. Thereby it is necessary to have ample knowledge of the social context to be able to meet the standards of the social setting. This is not always possible in an international context as this knowledge may not be obtainable (Kurylo 2013:48-49).

Good intercultural communication skills are acquired from a process that includes emotions and behavior. Kurylo identifies three dimensions of relevance to intercultural communication: *The cognitive dimension*, which is the mental side of communication skills, *The affective dimension*, which is the emotional side of communication skills and *The behavioral dimension*, which is the way people apply their skills to communication (Kurylo 2013:54).

An intercultural communication model has been made based on qualitative interviews with people representing 15 different cultural backgrounds and thus incorporate multicultural perspectives. This is the integrated model of intercultural communication competence (IMICC).

This model identifies five aspects that influences ICC positively as well as a global mindset: Intercultural involvement, Motivation, Empathy, Experience/training and Global attitude (Kurylo 2013:58).

The Integrated Model of Intercultural Communication Competence (IMICC).



(Model made from Kurylo 2013:59).

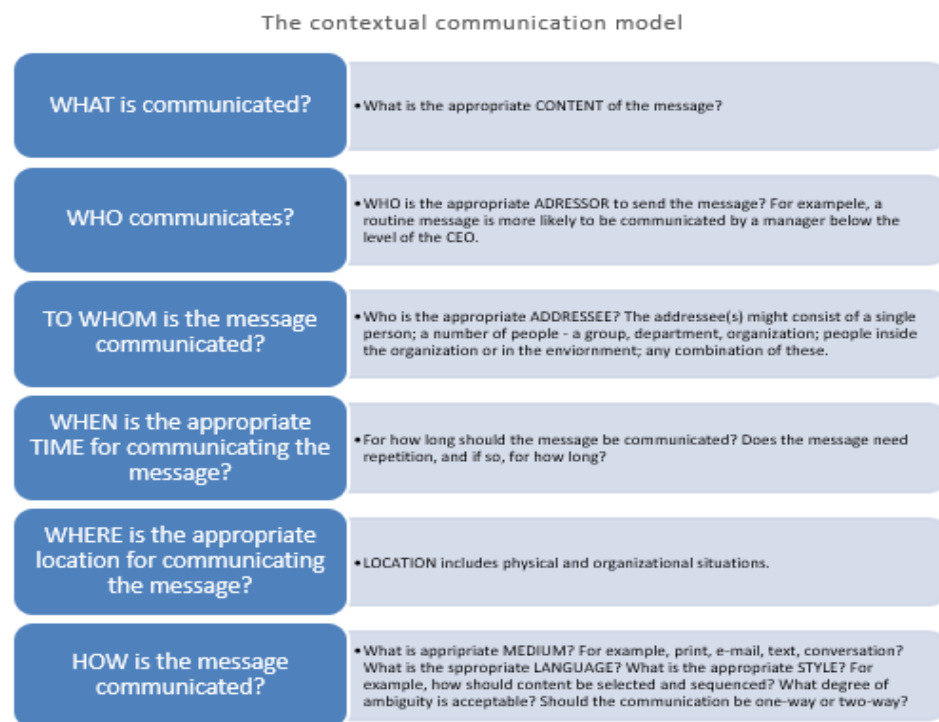
Interaction involvement and motivation directly influences intercultural communication competencies. Motivation also influences experience and training that in turn influences a global attitude, which also influences motivation. A global attitude is influenced by empathy, which in turn influences interaction involvement that is also influenced by motivation and a global attitude. The most vital thing is to

be empathetic and have a positive attitude and be a good listener as it is important that the person you are communicating with feels interested in and listened to. Thereby it is also important to accordingly to the situation (Kurylo 2013:58-59).

3.2.6 Communication across cultures

"A message that does not involve and persuade the receiver is a failed message." (Mead 2005:97).

The contextual communication model outlines categories that can be used to determine the appropriateness and persuasiveness of a message. This is useful in determining how to communicate in a given situation in a different culture as well as interpreting former communication (Mead 2005:98-99).



(Mead 2005:99).

Content: The purpose of the message must be clear in order to be persuasive. The information selected by the addressor must be perceived as relevant by the addressee, in order to be persuasive, and the presentation thereof must be appropriate, that is meeting the expectations of the cultural setting (Mead 2005:100-101).

Addressor: The addressor must have credibility and the trust of the addressee in order to have the message to be efficient and appropriate. Therefore choosing the appropriate addressor is a delicate task that can influence the perception of the content (Mead 2005:101).

Addressee: The addressor-addressee relationships are influenced by culture. Power distance plays a role in determining the appropriateness of this. Employees seeking to communicate with the CEO may be appropriate in low power distance cultures, like Denmark, but is inappropriate in high power distance cultures like Brazil (Ibid).

Time: The concept of time is also influenced by culture, meaning that there is different perceptions on how often one should communicate, the time allowed for responding, the length of the message and how many times it is communicated (Mead 2005:102).

Location: The physical location of the workspace and how it is furnished has symbolic meaning. The meaning thereof differs across cultures. In the western world, the office of the CEO is typically set aside from the workforce, whereas in the non-western world it would be in a closer proximity as it is perceived on having influence on the workers efficiency. The location also influences what kind of business is appropriate to discuss (Mead 2005:102-103).

Language, Medium, Style: The appropriate language to communicate in, is determined by organization policy, culture, the nature of the task and the official national language. Choosing the appropriate media is determined by the addressee's culture, the importance and functions of the message and the possibility to make clarifications as well as the expense. Choosing to communicate orally or written has a huge impact as high-context cultures, like Brazil, are likely to prioritize written assignments lower than those given orally. This may prove problematic in collaborations between high-context culture Brazil and low-context culture Denmark, as low-context culture puts greater emphasis on text. The style of communication also varies in appropriateness from culture to culture. A less informal communication style works to motivate employees in low-context cultures like Denmark. However, this will not work in Brazil's high-context culture, as it

will undermine the hierarchy and therefore demotivate employees (Mead 2005:103-105).

3.3 Change Management

This section will focus on theories of change management and why it is important in our globalized economy. The globalized economy has an impact on all businesses by creating more hazards as well as opportunities. All organizations are now forced to change and improve in order to exist and compete. Change is a necessity. Stability is no longer good enough (Kotter 1996:18).

3.3.1 Change Implementation

Planning for change requires time and resources, which is not allocated for the planning of change unless there is a clear assessment of a successful outcome. Planning and implementing change must take the employees interest and cultural background in to account in order to succeed. Otherwise, the employees will be reluctant to change, as they do not see it support their own interest. Therefore, the change plan should hold a plan for communication as well, in order to persuade the employees. The communication plan should be contextualized and address cultural aspects (Mead 2005:209,211-215).

One way of planning and implementing change may work in one cultural setting of the organization; however, that may not work in another. In fact, it may be counterproductive. Because culture influences time perception, it also influences how planning is perceived, which is very differently, due to cultural influences. In Brazil where there is a high power distance, these rights are reserved to top management, whereas in low power distant cultures like Denmark employees opinions are heard to a higher degree (Mead 2005:217-218).

The traditional view on implementation of any kind is the *top-down approach*, where top management makes all the decisions without regards to the employees opinions. Another approach to implementation is the *bottom-up approach*, which

includes the employees in the decision-making process. The bottom-up approach is more time demanding as it requires participation and dialogue, but in the long-run better since more inclusive decisions can be made. Whereas the top-down approach, is less time and cost consuming, making it work in the short term. However, it may lack support and input from the employees making it less efficient in the long-term. Therefore a combination of the two approaches is preferable (Klewes & Langen 2008:11-12).

3.4 Change Management Approaches

Here two of the prevalent theories on change management will be presented and discussed to gain a more profound understanding of the essentials of change management.

3.4.1 The Ten Keys to Change

Pendelebury et al. outlines five dimensions of change consistent of physical and psychological components that outlines the business strategy, structure, systems, culture and management styles. Strategy; is the internal and external workings of a business. It is the set objective and the methods applied to achieve them. Strategy embodies all five dimensions of change, which is why it is extremely important in implementing change. Change is important for the business to evolve and stay strong (Pendelebury et al. 1998:26-27).

Structure; is how the business is organized how the resources are delegated and how the roles of the employees have been divided. Structure, is also defined by the employee – management relationship is as well as their responsibilities and interactions with clients and the general outline of their internal communication. However, structure in the form of hierarchy is less important to change initiatives (Pendelebury et al. 1998:28-29).

Systems; is the controller of all parts of the structure. Therefore systems are very important to all parts of the business as it has an impact on reaction time and

decision-making and thus performance. Communication is regarded as an informal system and very important as such, as it has a great impact on how the business is running. Pendelebury et al. argues that systems are “*central to change*” as any change will affect the system directly (Pendelebury et al. 1998:29-30).

Culture; is a shared set of values, habits and behavior and it is what ascribes meaning to the “*framework*”. The way employees communicate with each other and to customers and their general work attitudes are a part of the culture. This is important as it also has an impact on the response time of the business as well as their ability to follow the market. A key element in this aspect is for the employees to feel included and valued. It is hard but vital to change culture as culture affects every aspect of the business (Pendelebury et al. 1998:30-31).

Continuous everyday actions have a greater impact on cultural change than singular trainings.

“Because it develops slowly, culture is by far the most stable and inflexible of the five areas of change.” (Pendelebury et al. 1998:32).

It takes time to change and develop culture but culture can also be seen as an aid to facilitate changes. Deep changes takes years to root themselves into culture (Ibid).

Management style; is a reflection of the managers’ personality and their decision to apply changes. Management style is also important due to the fact that employees mirror their behavior. It therefore affects all parts of business. Managers must therefore be willing to adapt their behavior to support the changes (Ibid).

Pendelebury et al. outlines four basic principles of change: globality, dislocation, universality and indeterminacy.

Globality; change both affect and requires physical and psychological actions. Meaning that change involves structures, systems, strategy and culture. Including all aspects, ensuring that one does not disrupt the other, which would not result in

success. It is therefore essential to have a global outlook onto the business (Pendelebury et al. 1998:36).

Dislocation; is the instability that needs to be created to make way for changes. This is essential, as stability is conferrable to employees. Therefore, it is essential that change is perceived as a positive in order to be successful. If change is a rooted part of company culture, a positive sense of instability is natural (Pendelebury et al. 1998:38).

Universality; is evolving and committing all employees to the change initiative, to ensure that the change is successful and continuous. This requires active participation from all and allows both upward and downward communication, which in turn ensures influence that will further participate and change (Pendelebury et al. 1998:38-39).

Indeterminacy; means that change cannot be fully controlled, as flexibility is needed when managing change. Strategy must therefore be clear and serve as a guideline. Every employee should follow the strategy and be accountable for it, as no single individual or unit could implement the changes alone (Pendelebury et al. 1998:39-40).

Pendelebury et al. identifies ten keys to change that could be implemented at once if the conditions are right.

The ten keys are:

1. **Defining the vision**: the vision should serve as a guideline for managers and should make the change as a whole, understandable. It should be based on business values and it should define the necessity of the change and what mechanisms it involves (Pendelebury et al. 1998:42-43).
2. **Mobilizing**: the awareness of the necessity for change must constantly be communicated in order to mobilize the employees, which should be informed of how the change improvements are different from the current state and how that

affects them and thereby make the employees prone to change their behavior (Pendelebury et al. 1998:43-44).

3. **Catalyzing**: is to create specific groups for specific parts of the change based on their skills and experience in order to facilitate the change in the wanted direction (Pendelebury et al. 1998:44).
4. **Steering**: means to guide the change in the wanted direction, overcoming obstacles. This is done by setting up structures and processes that are to be followed on a daily basis, including information, recommendations and providing the needed tools for the employees (Pendelebury et al. 1998:44-45).
5. **Delivering**: is the actual application of the vision, which should be based on analysis of the current state and a plan build in detail that has been tested to ensure a successful change implementation (Pendelebury et al. 1998:45).
6. **Obtaining participation**: employees should be directly involved in the change to ensure that their skills are applied and that they become less resistant to change (Ibid).
7. **Handling emotional dimension**: the anxiety and fear, that the employees feel and cause them to be reluctant to change, must be identified in order to address their concerns and make them see the positive aspects (Pendelebury et al. 1998:46).
8. **Handling the power issues**: power issues must be identified as they are affected and altered by change. It must therefore be ensured that the power issues follow the change vision (Ibid).

9. **Training and coaching:** is important to foster self-improvement and the obtaining of new skills that will aid the change process. It is important that each employee be supported in acquiring new skills and behavior that reinforces the change initiative (Pendelebury et al. 1998:46-47).
10. **Communicating actively:** communicating the change vision and all aspect thereof is vital and it is vital to do so continuously, not only by one way communication, but also listening to the employees ideas in order to enhance the change initiative and keep the employees motivated. There should be made a plan of what to communicate when, meaning that specific information and ways of communication should be tailored to each step of the process (Pendelebury et al. 1998:47).

3.4.2 Kotter's Theory of Leading Successful Change

According to Harvard Professor Dr. John P. Kotter macroeconomic forces will require organizations to change their mode of conduct and adapt to new and ever changing conditions. However, it is a normal part of the human condition to fear change. Therefore, Kotter identifies eight common errors in implementing change. In connection to those common errors, Kotter outlines an eight-stage change process (Kotter 1996:3, 20).

The first four stages revolve around making change more attractive. The next three stages are connected with introducing new approaches and procedures. In addition, the last stage is about anchoring the change in the organizational culture. It is imperative to understand that the eight-stage process is outlined in a sequence that is to be followed. If the change is not implemented in that order, it may cause problems to arise (Kotter 1996:22-23).

It is important to remember, that usually change initiatives consist of numerous smaller projects, which should all follow the eight-stage process. This is a good approach as the changes will be implemented gradually and processes can be seen (Kotter 1996:24-25).

Kotter identifies management as a process of organizing, controlling and solving problems in a way that keeps the larger system on track. He defines leadership as defining the process of the organization. This distinction is very important according to Kotter as 70-90% of successful change is due to leadership, whilst 10-30% is due to management (Kotter 1996:25-26).

The Eight Errors and the Eight-Stage Process of Creating Major Change		
Kotter's	Common Change Errors	Steps in Leading Change
1.	Allowing Too Much Complacency	Establishing a Sense of Urgency
2.	Failing to Create a Sufficiently Powerful Guiding Coalition	Creating a Guiding Coalition
3.	Underestimating the Power of Vision	Developing a Vision and Strategy
4.	Under Communicating the Vision	Communicating the Change Vision
5.	Permitting Obstacles to Block the New Vision	Empowering a Broad Based Action
6.	Failing to Create Short-term Wins	Generating Short-term Wins
7.	Declaring Victory Too Soon	Consolidating Gains and Producing More Change
8.	Neglecting to Anchor the Changes	Anchoring New Approaches in Corporate Culture

Figure 2: The Errors and Steps of Leading Change

One

Error #1 Allowing Too Much Complacency

Failing to establish a “sense of urgency” amongst the employees before implementing the changes. That is, informing the employees of the necessity of the change and what that implies in practice. If people cannot see the overall vision they become reluctant to change and defensive of their actions, as they may be frightened of losing their job. If the sense of urgency is not established people will not see the need to change and will therefore resist it (Kotter 1996:4-5).

Stage 1: Establishing a sense of urgency

Establishing the sense of urgency is very important as people usually are satisfied with the way things are and thus not willing to, or interested in changing. With a high level of complacency, it is a challenge to convince people of the need for change (Kotter 1996:36).

Bold and or risky actions are needed to firmly establish a sense of urgency. This requires leadership. Managers usually will not risk their sense of control. Leaders see the big picture and the need for action. Bold and risky actions further a sense of urgency, and it will incentivise people to change (Kotter 1996:42-43).

A sense of urgency is established when the majority of managers are convinced of the need to change. Feedback from suppliers, stockholders and costumers can be helpful, by their ability to sense when compliancy is low, as they know the organization (Kotter 1996:48-49).

Two

Error #2: Failing to Create a Sufficiently Powerful Guiding Coalition

Failing to include all leaders and managers in a change team, that is well informed and provided with tools to facilitate and guide change, will lead to resentment by some managers who does not see a reason for change, undermining the change initiatives. Therefore, it is important to establish a team of leaders and managers to create a strong leadership coalition to produce change (Kotter 1996:6-7).

Stage 2: Creating a Guiding Coalition

No single individual, no matter how charismatic a leader, can successfully change an organization. Therefore, there is a need for a guiding coalition consisting of a team with shared visions, values and a high level of trust (Kotter 1996:51-52).

Special dedicated teams composed of highly trusted employees, who can process information effectively and fast, are the centre of the guiding coalition. Moreover, this process works at all levels of the organization. The guiding coalition consisting

of respected and well-informed people is likely to implement change initiatives faster (Kotter 1996:55-56).

Kotter identifies four essential aspects of creating a guiding coalition; first, involving people with power positions who are not easily denied influence. Second, choosing a team that represent different aspects of the organization with expertise. Third, team members must be well liked and have a high level of credibility. Fourth, ensuring that the team possesses leadership skills, as well as managerial skills. Leaders inspire change and managers control the process. There must be a strong experienced leader to empower a change mind-set otherwise managers will fail to create a vision and change efforts will fail. The size of the coalition should correlate with the size of the organization (Kotter 1996:57-59).

Three

Error #3: Underestimating the Power of Vision

Failing to create vision will leave employees confused and unwilling, causing projects to become unnecessarily time consuming. A clear vision is needed to guide the employees' decision-making process. If every decision is debated due to uncertainty, it generates conflict, confusion and low morale as well as wasted time. It should not take more than five minutes to describe a clear vision and have it be understood (Kotter 1996:7-9).

Stage 3: Developing a Vision and Strategy

Creating a vision is a vital part of good leadership. Leaders should paint a clear picture of the future that the organization, and thus the employees, should strive for. The vision should entail a sense of direction and enable employee's actions as well as help coordination. This will serve as a helpful tool, as decisions are based on a clear vision, which will make people more willing to change because they understand the need for it (Kotter 1996:68-69).

The vision should be communicated in a clear and simple manner but it should be implemented through several stages including; strategy, plans and budgets, which should all be interlinked (Kotter 1996:71-72).

Four

Error # 4: Under Communicating the Vision

Failing to communicate efficiently will leave employees less prone to help facilitate change. People are less likely to want to change if they are not sure that the change is even possible and that they will benefit from the change (Kotter 1996:9-10).

Stage 4: Communicating the change vision

A constant and clearly communicated change vision is the best way to create a common understanding of where the changes will lead the organization. This common understanding will help keep people motivated. The change vision must be communicated to all employees at all levels of the organization in a direct and simple way to ensure that it is understood, if it is not fully understood it will create confusion and alienation. A good way of communicating the change vision is by using metaphors as this will create mental pictures that will allow employees to see the need for the change. The vision should be communicated repeatedly using different forums, as well as different people especially leaders and managers who is adapting to the changes and behaving accordingly. It is also important, always to address inconsistencies to restore credibility and ensure to listen and incorporate feedback (Kotter 1996:85, 89-90).

Five

Error # 5: Permitting Obstacles to Block the New Vision

Failing to confront obstacles will lead to disempowerment. In order to facilitate change employees must be convinced that there are no obstacles or barriers in the way of change. Obstacles can be structures or people who act as blockers by advocating and acting against the change vision (Kotter 1996:10-11).

Stage 5: Empowering a Broad Based Action

To ensure that employees are empowered to take broad based action, obstacles and barriers must be removed. Kotter identifies four big obstacles that needs to be attacked:

1. Structures. Organizational structures may have existed for several years making it hard to see alternatives. People may be afraid of what structural changes will do to their careers, it is thus imperative to remove structural barriers before momentum is lost.
2. Skills. Employees must be educated on the new skills and behaviours required. This requires time and money. However, it is money well spent, as employees will otherwise be stuck in their old habits. It is important to remember that the education must be empowering and not threatening.
3. Systems. The systems must be consistent with the vision otherwise, the vision will not be meet. For example, if employees are evaluated in the way the organization usually evaluates performance, it provides no knowledge about how the vision has been incorporated, which does not allow for well informed decisions, as there is not sufficient knowledge.
4. Supervisors. Supervisors can be blockers of change. Either because they do not understand or believe the need for it. This can cause major problems as the supervisor subordinates will not adapt to the changes either. These supervisors must be confronted and dealt with on an early stage by honest dialogue. However, in the end, if the supervisor is not willing to fully incorporate the change vision and lead by example, he or she must be replaced (Kotter 1996:102-114).

Six

Error # 6: Failing to Create Short-term Wins

Failing to create short-term goals and thereby wins, will make the vision seem unattainable. This will make employees less eager to work towards the long-term goal. Therefore, there is a need for short-term wins within the first six months from launching the change initiative (Kotter 1996:11-12).

Stage 6: Generating Short-term Wins

When people focus on the end goal, the road to it can seem endless. Therefore, it is vital to generate visible short-term goals and wins to keep people focussed, on track and motivated. If people do not see progress, they are likely to go back to their old way of behaving, which will undermine change initiatives (Kotter 1996:118-119).

Kotter identifies three vital characteristics of good short-term wins: First, the accomplished goal must be visible to all, so that people will believe the results. Second, it should be unambiguous, there should only be one understanding of how it came to be. Third, it is clearly linked to the change vision (Kotter 1996:121-122).

The best results are achieved by having several short-term wins, in order to keep employees motivated. Achieving goals allows for the process to be evaluated and strategies to be readjusted. Short-term wins makes change initiatives harder to resist for employees as well as stakeholders and board members. This will give the change initiatives the momentum that is needed to it to succeed (Kotter 1996:120,122-124).

The urgency rate is also kept up as people feel pressure to perform. However, it is important to inform employees of the need of short-term wins as well as of the need to change, so that people does not become stressed. Short-term wins needs to be planned and organized, which is why good management is extremely important as well as good leadership (Kotter 1996:124-129).

Seven

Error # 7: Declaring Victory Too Soon

Failure to let the changes be rooted in the organization culture before declaring the change initiative a success will stop the progress, and employees will go back to their traditional work habits. Changes take between three to ten years to root themselves into the organizational culture. Before the new approaches becomes natural or normal they are fragile (Kotter 1996:12-13).

Stage 7: Consolidating Gains and Producing More Change

Celebrating change efforts too early before they are rooted within the organizational culture can have negative effects, as it will send the message of a job well done and thus employees will ease their efforts. This can result in second doubting the change vision and cause loss of urgency, which will eventually lead to regression (Kotter 1996:133).

Change flourish in systems of independent parts, however the interdependent parts of the organization is complicated and require more coordination. This is true of different parts of the organization, such as several offices across the world working together, as well as for people and the factors that influence their behaviour, such as structures, systems of evaluation, habits, demands, relationships and culture. Implementing changes in organizations entails changing almost everything about the organization, because if one part is changed, it will influence another part due to interconnections. This is one of the reasons for change initiatives to be so time consuming, as well as the fact that it requires teams of people (Kotter 1996:134-136).

To ensure that change is implemented at all stages and parts of the organization several change projects must be started at once. For this to be successful good leadership is vital, as it will inspire the overall change vision and management to keep initiatives going. Therefore it is important that the top leaders and managers keep focus on the change vision and ensures the urgency there of. This also entails

elimination interdependencies that have become unnecessary, although this can take years (Kotter 1996:142-143).

Eight

Error # 8: Neglecting to Anchor the Changes

Failing to ensure that the changes are an integral part of the organizations culture that becomes a natural part of the next generation of employees and leaders approaches, will lead to regression. This is likely to happen if the board of directors is not a part of the change effort. They must have a detailed understanding of the change initiatives. Otherwise, they might not be able to appoint new appropriate leaders (Kotter 1996:14-15).

Stage 8: Anchoring New Approaches in Corporate Culture

It is vital to ensure that the new approaches and procedure that has come from the change initiatives is rooted deeply in the organizational culture or it may never stick. Therefore it is important to write the vision and the procedure down to ensure that it is formally stated. This will ensure that there will always be a document to consult when in doubt of the direction (Kotter 1996:146-147).

Kotter defines culture as a “...*norm of behaviour and shared values among a group of people.*” It is therefore very important to anchor the changes in the organizational culture, as it will then become the norm of behaviour. The organizational culture effects all however there are still specific cultures for each unit. The norm of behaviour is hard to change as it is interconnected with shared values that can be harder to detect and thus change, as they are more integrated. Corporate culture also plays a large role in the hiring process (Kotter 1996:148).

In most cases, the change initiatives will be compatible with the existing core culture of the organization. However, some of the norm is the organization will not be compatible with the new vision and must therefore be changed (Kotter 1996:151).

4. The Former Project:

Managing Change in Novozymes –
Internal Change Management Communication

This project investigated the internal change management communication within Novozymes, the Danish owned biotech-based company. The study was conducted in 2013 following the problem formulation:

“How does Novozymes manage and communicate changes within the company, to ensure the successful implementation, of change management initiatives?”

The project was based in critical realism, with a qualitative single case study research strategy, applied deductive and retrospectively to investigate the internal change management communication within Novozymes headquarters in Denmark. The investigation was based in analysis of internal documents and an interview with Novozymes Corporate Communications Director Jeppe Glahn, comparing this to Kotter’s eight-stage theory on creating major change, which will also be presented in this thesis.

The communication strategy investigated, was Novozymes award winning The VOICE model, which stands for Vehicle for Orchestrating International Communications Excellence. This model was made to provide employees with communication tools in order to make internal and external communication more effective. The aim of the model was to include all employees and give them partial responsibility for communication throughout the whole organization. The VOICE model was created to reinforce decentralized communications proactively and to ensure that all communication followed the business strategy. The reason for choosing to focus on Novozymes then and now is the fact that Novozymes is a big international organization that operates in China, North America, Brazil, India and Europe and therefore faces larger communication challenges due to its size (Possert, Rosa & Bronk 2013:4-5). In this thesis, the focus point will be on the change management and communication between the Danish headquarters and the subsidiary in Brazil, and how the cultural differences affects that. The findings of

the former project will be used as a benchmark for how Novozymes implemented the change in the Danish headquarters in order to identify what and if they should consider doing differently when implementing the VOICE model in Brazil.



(Figure: The VOICE Wheel - Possert, Rosa & Bronk 2013:6).

The figure above shows the VOICE Wheel, which is the basis of the VOICE model. The wheel is divided in three main categories; internal communication focusing on employee commitment and efficiency, external communication focusing on strengthening the organizations reputation and the strategic level directing the communication, allocating the resources and evaluating the efforts thereof as well as communicating with stakeholders (Possert, Rosa & Bronk 2013:6).

The analysis of the former project was divided in two sections, first comparing the written information on the VOICE model to the interview with Jeppe Glahn and thereafter comparing what was found to the theory on change management and communication. Secondly, a summation of the differences and similarities found was made (Possert, Rosa & Bronk 2013:45).

It was found that Novozymes successfully followed Kotter's theory in stage one; *establishing a sense of urgency*, stage two; *creating the guiding coalition* and stage seven; *consolidating gains and producing more change*. The former project however, found that the VOICE model did not create a clear strategy and vision and

the Jeppe Glahn's statements did not consist with the VOICE model as his statements was inconsistent with Kotter's third stage *developing a vision and strategy*. It was also found that not all employees were aware of the communication strategy and had never heard of the VOICE model, suggesting that Novozymes had not been successful in *communicating the change vision*, Kotter's fourth stage, and that might be caused by the error in stage three. Furthermore, this leads to failing to *ensure broad-based action* Kotter's fifth stage as not all employees or managers have enough information of the changes in communication strategy. This could lead to resistance of the change or people simply not following the change initiatives because they are unaware of it. This creates further problems as *creating short-term wins* Kotter's six stage will be close to impossible due to the issues mentioned above, as the employees will not recognize any short-term wins if they are not aware of a change in communication strategy. Thereby problems may also likely arise in *rooting the change in the company culture* Kotter's eight stage (Possert, Rosa & Bronk 2013:69-70).

Jeppe Glahn states that even though the VOICE model is meant to be implemented both top-down and a bottom-up in the entire organization, it has not been done due to cultural differences (Possert, Rosa & Bronk 2013:75).

In conclusion, the former project found that Novozymes has been successful in implementing change initiatives in their Danish headquarters; however, there is room for improvement. Especially in creating short-term wins and rooting the change within the organization and implementing the VOICE model throughout the entire organization (Possert, Rosa & Bronk 2013:77).

5. Analysis

The analysis is divided into two sections. The first section of the analysis will present the experts' opinions and views on culture and inter-cultural communication, which will be compared to theory on the subject, in order to find differences and similarities that will shed light on how culture should be taken into regards in internal communication across cultures and borders within an

international organization. In this section, the cultural differences between Brazil and Denmark will be presented and discussed.

The second section of the analysis will draw on the experts' opinions on change management and change communication in comparisons to the theory presented on the subject in order to find recommendations for how an international organization, present in both Brazil and Denmark, should consider the cultural differences in their internal change communication and management. There will also be made comparisons of the findings of the former project: *Managing Change in Novozymes – Internal Change Management Communication*. In order to answer the problem formulation:

“How should Novozymes manage and communicate changes across borders and cultures, within the company, to ensure a successful implementation of change management initiatives?”

5.1 Analysis part one

In this part of the analysis, the communication styles of Brazilian culture and Danish culture is compared based on expert opinion and theory on the subject. The interviewed experts' understanding of culture will be presented first in order to gain a deeper understanding of the experts' opinions. Therefore the experts were also asked if they find culture to be measurable. This is vital in order to understand if Hofstede's theory and study still has an impact on cultural studies and understandings.

Associate professor at Aalborg University Lise-Lotte Holmgreen (hereafter Holmgreen) agrees with the notion and adds that it is a “*dynamic concept*”. As to whether or not culture can be measured, Holmgreen is not convinced as she sees both national and organizational culture as very complex and difficult to measure (Holmgreen 2014:1-2). Holmgreen does not think that culture is measurable. She states:

“It has to do with what people bring into specific encounters, what happens in that specific encounter and that would be different between each and every encounter.”
(Holmgreen 2014:2).

In agreement with Holmgreen, Professor Kenneth Mølbjerg Jørgensen from Aalborg University (hereafter Jørgensen), also agrees with the definition of culture and that there is a complexity to culture. However, he also sees it as being simple in a way, depending on the context it is set in. He states that the best way to understand a culture, whether it be national or organizational is “...to describe what they do and how they do it.” (Jørgensen 2014:1). It can be taken from this, that Holmgreen and Jørgensen tend to lean more to the emic approach than to the etic approach to culture.

Jørgensen argues, that to study culture it is the stories of the different cultures that should be compared. Not assumptions of how the cultures is. He states that:

“...I think I prefer ethnographic studies on culture (...) yes that is also measurement.”
(Jørgensen 2014:2).

Professor at Aarhus University Finn Frandsen (hereafter Frandsen) argues that there are both observable and unobservable phenomena in regards to culture. Therefore, he states that something can be measured and some things are more difficult to measure. Artifacts, behavior and use of language can be measured and to a certain extent, ways of thinking (Frandsen 2014:1-2). He states that:

“...a growing number of people say that it is not possible to measure culture, but yes it is.”
(Frandsen 2014:2).

Associate professor at Aalborg University Oscar Garcia Agustin (hereafter Augustin) is not convinced that culture can be measured. Nonetheless, he considers it to be a good idea to set up parameters to define culture. He stresses that culture should be looked at in a qualitative manner and not measured quantitatively (Augustin 2014:1). He states that:

“...I think that this is almost a need, because culture means a lot of things in different contexts.”
(Augustin 2014:2).

From this statement it can be seen that Augustin values the combination of the emic and etic approach for investigating culture as he stresses the need to investigate how culture has an impact on different encounters.

External consultant Susanne Gormsen (hereafter Gormsen) is also undecided in regards to measuring culture as she believes that some but not all dimensions can be measured. She states that culture cannot be measured in detail but that some patterns will emerge (Gormsen 2014:1).

Associate professor of Portuguese and Latin American studies at the University Of Copenhagen Sandi Michele de Oliveira (hereafter de Oliveira) states that culture has to be defined in the context of which it is regarded. Meaning that in this case culture must be defined in a business context as culture would have another meaning in a literature context. She states that:

“In order to consider whether it is measureable you have to define it. You have to define the parameters. Because if you have no particular parameters then you have no way of setting up the measurements scale.”
(de Oliveira 2014:2).

By this statement de Oliveira is seen to emphasize the emic approach in combination with the etic approach as she stresses the need to contextualize the parameters of which is used to measure culture with.

To this Associate professor at Aalborg University Steen Fryba Christensen (hereafter Christensen) agrees. Culture has to be defined in a specific context for it to be measurable. He states that:

“...sometimes culture is seen in context and then I do not think you can measure it.”
(Christensen 2014:1).

Although the experts have slightly different views on culture and whether or not it can be measured, they seem to agree that culture should be defined contextually and by doing so, some parameters can be set up to show some patterns of the culture. However, it is clear that they do not agree with the parameters that were set up by Hofstede. However, Frandsen seems to be in agreement thereof. The emic approach of looking at culture was emphasized the most by the experts, although they are also in agreement with Maude on recommending that it should be combined with the etic approach.

Holmgreen states that both national and organizational culture influences people in their cultural values and behaviors. She states that the members of an organization shape the organizational culture and the national culture affects this. She also stresses that subcultures can be found within an organizational culture and that those include different cultural backgrounds (Holmgreen 2014:3).

Holmgreen also stresses the importance of looking at the individual as people have different values not only due to their national or organizational culture but also due to their subcultures, which influences their behavioral patterns. She states that:

“...within different organizations you will find different work cultures,
in individual departments...” (Holmgreen 2014:4).

Jørgensen agrees with Holmgreen in her perception of organizational culture being influenced by national culture. Jørgensen states that organizational culture today is more influenced by the different cultures they meet. He states:

*“I think so in that sense organizations are places where much transverse
by different cultural differences, perhaps even more than national
culture. But of course national culture is also globalized.”*
(Jørgensen 2014:3).

Jørgensen states that the individuals' upbringing has an impact on that person's cultural background and that it may vary within a national culture. In addition, he stresses that religion may also play a crucial part. His point being that work ethics

are influenced by more than that of national culture (Jørgensen 2014:3-4). Here it can be seen that Jørgensen is in agreement with Hofstede's notion of a collective level and Ferraro's emphasis on the rules of a society influencing the individual through learning.

Frandsen agrees with the notion that national culture influences behavior in organizations. However, he claims that organizational culture in combination with national culture has a higher impact on how people behave in a given situation. He uses his students as an example of identifying cultural differences evidenced in behavior. Stating that the behavior showed by the students:

"...were all specific individual combinations of national culture on one hand and then on the other hand a specific academic culture, which was also an organizational culture." (Frandsen 2014:2).

Thereby he is stating that he sees organizational culture existing within academia. Furthermore, that the combination of how the individual is taught to behave by national customs and how the individual is taught to behave by education has a combined influence on that individuals' behavioral patterns (Frandsen 2014:2-3). Hereby Frandsen is also in agreement with Ferraro.

Augustin disagrees as he views organizational culture as *relatively independent* and that organizations have their own history and by that their own set of values and ways of behaving. He states:

"...I do not think that there is a direct relation between this..." (Augustin 2014:2).

Thereby Augustin does not see organizational culture as a reproduction of national culture due to the fact that the members of the organization brings different cultural values into the organization and that creates a more *dynamic* culture (Ibid).

Gormsen however agrees with Frandsen and Ferraro as she states that the schooling of the individual affects behavior and organizational culture as well as national

culture plays a part in that. She states that how the individual is raised by national culture and by schooling affects how the individual behaves in the work place that also affects how organizations are structured. As such she believes that organizational culture is affected by national culture (Gormsen 2014:2).

The experts agree on organizational culture having the same characteristics as national culture; shared values, beliefs and behavioral patterns which is in coherence with theory on organizational culture outlined by Ferraro and Alvesson & Sveningsson. However, they do not agree on the extent to which organizational culture is influenced by national culture. Here Augustin is in disagreement with the other experts, as they believe that national culture influences organizational culture, whereas he does not.

National differences influences the way leadership is conducted, according to Gormsen. According to her it is important to involve employees in decision making in Denmark as Danes are brought up to expect a *more equal dialog*. In addition, this expectation is fostered both by national Danish culture and the education system in Denmark. This to her is a clear difference in cultural background as she sees it as being *very different than in other countries* (Ibid).

Holmgreen argues that political development also has an influence on organizational culture. For example, women's rights have an impact. Thereby agreeing with Jørgensen in that organizational culture is influenced by more than national culture. She also sees vast differences in organizational culture within one national culture (Holmgreen 2014:3-4). She states:

“There are definitely characteristics that define something which is perhaps Danish or Scandinavian as opposed to Brazilian, for instance.”

(Holmgreen 2014:3).

Therefore, even though she believes that national culture has an impact on organizational culture there is not one specific national – organizational culture. Concluding that there will be different cultures in every organization regardless of their national origin (Ibid).

Some of the features that describes Danish work culture, according to Holmgreen is; adherence to deadlines, punctuality, being efficient and quality orientated as well as self-motivated and independent. In regards to management style Holmgreen does not define it as hierarchical but more consensus based, which is another cultural difference she identifies, as she recognizes that other cultures are more hierarchical based (Holmgreen 2014:5). Thereby agreeing with the findings of Brazil having a high power distance and Denmark having a low power distance.

This is something that Jørgensen has also identified. He states that he believes that Danes have been brought up to question authority and thus hierarchy in Denmark tends to be more flat compared to other countries. This influences behavior, communication, organizational culture and management style according to Jørgensen, as responsibility can be delegated and it can be difficult to identify who has the main responsibility. For him the characteristics of Danish work culture is:

“...being independent, being critical but also trying to follow your own way that is very different from other countries.” (Jørgensen 2014:4).

Jørgensen also states that there are cultural differences within one national culture and that it has an impact on work ethics. He sees subcultures as having an effect both on collaboration and relation to others as well as the efforts applied. Jørgensen also notes that in today's industrialized society identity is highly influenced by work (Jørgensen 2014:3).

Frandsen is in agreement with Jørgensen and Holmgreen in the notion of a more flat hierarchy in Denmark compared to other countries. He stresses that there is a sense of hierarchy in Denmark but that it is more in the underlying structures and thereby less important than in countries where there is a clear and evident hierarchical structure on the surface level. This also has an impact on management style, according to Frandsen, as there is not as much focus on status. He is also in agreement with Holmgreen and Jørgensen in their view of a differentiated work culture in Denmark. Evidenced in his statement:

“So I am not sure that there is the Danish work culture but there is a set of Danish work cultures that are specific for our way of doing things.”

(Frandsen 2014:5).

Hereby it can be seen that Frandsen is also in agreement with Hofstede's notion of cultural clusters. Frandsen mentioning that there are underlying structures of cultures that are less visible than others is in line with Kurylo's notion of internal and external components of culture.

The main differences between Brazil and Denmark are the cultural diversity, according to Augustin. He describes Brazilian culture as a:

“...quite traditional diversified culture, with a lot of different roots.”

(Augustin 2014:2).

The different traditions combined with the different ethnicities and social compositions contribute to this. The cultural diversity in Brazil is celebrated and it is something they are very proud of. Augustin also describes Brazilian culture as social unequal. He sees Brazilian culture as evolving and becoming closer to the western world, in becoming more postmodern in as sense (Augustin 2014:2-3).

Denmark is more homogeneous with homogeneous traditions and little diversity, according to Augustin, which also means that there is an extended class equality in Denmark. Opposite Brazil where Augustin describes the possibility for changing social status is limited. Another difference he mentions is trust. The trust in other people as well as institutions differs a lot from Brazil to Denmark. In Denmark, the level of trust is high, whereas it is low in Brazil. Meaning that Brazilians generally mistrust institutions and politicians, according to Augustin (Augustin 2014:3).

Another important difference, according to Augustin, is the personal and social relations:

“Clearly the family is like the core element in Brazil and so all the social life is structured around the family and the more like traditional personal bonds.” (Ibid).

This strong focus on family relations is in part due to the mistrust in institutions. Family and friends are the only ones trusted, according to Augustin. This is very different from Denmark as Danes are more autonomous and not reliant on their families for economic support to the same extent as Brazilians. In other words according to Augustin Danes are more independent than Brazilians are (Augustin 2014:3-4).

These differences in culture also transfers to work culture as Augustin describes that Danes have a higher sense of equality through horizontal relations and that they do not have a high respect for authority. There is still a form of hierarchy in Denmark but that it is less strong and to a large extent invisible. He stresses that hierarchy may be stronger in transnational organizations (Augustin 2014:4). Here it is evident that Augustin is in agreement with Holmgreen, Frandsen, and Jørgensen as well as with Hofstede’s findings of Brazilians valuing the collective over the individual and having a high power distance. Along with Denmark being individual orientated and having a low power distance.

In Denmark, there is a strong separation between work life and private life whereas in Brazil work life and private life are integrated, according to Augustin. He describes organizational communication as having a duality in Brazil as it is more hierarchical than in Denmark but sometimes also more informal as the relationship between employees are closer (Augustin 2014:4-5).

“...the importance of the family and friends, as a part of your identity and your relations and the people you trust. And here you trust the company, or you trust the organization, in Denmark.”

(Augustin 2014:5).

Hierarchy is also something de Oliveira points out as a difference. She uses her first-hand experience in Portugal as an example as she believes that Brazil and

Portugal is very similar. She sees hierarchy as having a great influence on Brazilian culture and very little on Danish culture. She describes the usage of titles as an example thereof:

“In Denmark when I first arrived in Denmark it was after having spent nine years working in Portugal. And I meet the one and only full professor in the institute and I called her professor such and such and she had a very startled look on her face, as you can imagine. And I quickly learned that although she had probably some extra power in being a professor it was not used as a tool in the same way.”

(de Oliveira 2014:4).

From this it can be said that de Oliveira also views the hierarchical structure in Denmark as invisible and existing in the underlying structures as opposed to Brazil where the hierarchical structures are highly visible and on the surface level. Hereby it can be seen that de Oliveira also has the understanding of internal and external components described by Kurylo.

Christensen also points to trust as a main difference, agreeing with Augustin that Danes are more trusting than Brazilians are. He states:

“...the main difference is that in Denmark we are the country where there is the most trust between people, I think in the world. We are very high on that ranking and Brazil is very close to the bottom. So very little trust.”

(Christensen 2014:1).

The low level of trust in Brazil is expressed through the importance that Brazilians put on legal matters, according to Christensen. Whereas Danes does not emphasize legal matters to the same degree, as he sees it. He also emphasizes the hierarchical structures as being an important difference between the two countries. Christensen states that:

“...I think that Brazilians work hard like we do here. But the way it is organized and in people’s minds are different so things function different anywhere.” (Ibid).

By this statement, Christensen emphasizes that cultural backgrounds in general have a large impact on how people think, talk and behave (Ibid).

The influence on leadership and decision-making these cultural differences have are large, according to Christensen. He believes that in smaller Danish companies the distance between leaders and non-leaders is very small but that it may be larger in bigger Danish organizations; however, it would be even larger in Brazilian organizations. There is a large *emphasis on respect for elites* in Brazil, which is not prevalent in Denmark. Christensen states:

“So basically leaders in Denmark tend to listen to other people, at least seem like it. Because otherwise they are in trouble. Because it is not socially acceptable in Denmark to just always decide over the head of everybody else...” (Christensen 2014:2).

Therefore he sees a higher interest in the employees opinions in Danish work culture as opposed to Brazilian work culture due to the hierarchical structure (Ibid).

It is evident that the experts are in agreement with the findings of Hofstede in that there is a greater power distance in Brazil compared to Denmark. This is expressed by how they describe the hierarchical structure. It was also found that there is a higher level of individualism in Denmark than there is in Brazil where they value collectivism higher, which is also in coherence with the findings of Hofstede.

The way that the experts describe how culture is expressed by actions and that some factors of culture are hidden, for instance how they identify the hierarchical structures suggest that they are in agreement with Kurylo’s notion of internal and external components.

Now that the experts have voiced their opinion on how they view culture in Brazil and Denmark it is interesting to find out how the experts view those differences in terms of how they should be handled within an international organization like Novozymes.

It is important to communicate directly to different people in order to have an efficient communication, according to Holmgren. She also notes that in today's globalized business world international organizations have to allow a certain degree of independence of the subsidiaries and be more network orientated to be efficient. A strategy that takes culture into account will be more efficient especially when it is coupled with more independence. As strictly horizontal organizations, where the parent company decides all for the whole company, may likely tend to force their country of origin's culture on to the subsidies (Holmgren 2014:7-8). Holmgren states:

*“...within different organizations you will find different work cultures,
in individual departments...”* (Holmgren 2014:4).

In terms of communicating internally within an international organization, Holmgren argues that an overall communication strategy can be applied. However it should be contextualized to the setting and to the individual (Ibid). Here Holmgren is in agreement with Maude's recommendations of a “flexible communication style” and Meads model.

Frandsen agrees as he states that cultural differences should be respected and that the organization has to learn about the different cultures within it. This applies to all employees of the organization, according to Frandsen. He states:

*“I think I would even turn it is to an issue in the company; how do we
understand culture.”* (Frandsen 2014:7).

Frandsen identifies a common mistake in change communication which is not starting the change communication early enough and that there is not enough emphasis on the importance of communication in a change process. He states that:

“So what I would do first is to see change communication as something that starts right from the beginning.” (Frandsen 2014:9).

Communicating the changes should start at the same times as it has been decided to make a change. Furthermore Frandsen also stresses that the communication should be *audience or receiver oriented* to ensure that the message is understood (Ibid). This is in line with Holmgreen’s statements and Maude’s recommendation as well as Mead’s model.

Jørgensen is also in agreement with this. He stresses the need for organizations to learn about the cultural differences and their effect on communication. He recommends involving the local employees of the subsidiary in the planning of the communication strategy to ensure that it will be successful. As they know the different approaches that would work in that setting. Otherwise, there will be a tendency to apply the parent organization strategy based on its cultural setting, which most likely will not work. Jørgensen stresses the importance of listening skills in order to overcome prejudice and be able to look at the situation from the other side, which is optimal if the new approach is going to work. Another part of this, according to Jørgensen, is being friendly and honest. Otherwise, there might be a tendency to feel forced which will lead to an us-versus-them feeling that will bring confrontations and reluctance to collaborate. He also stresses that if mistakes are made they must be apologized for (Jørgensen 2014:7-8).

Openness, learning and adaptation are also things that Augustin emphasizes as well as flexibility. Open two-way communication channels must be created according to Augustin, who also stresses the importance of involving the employees to create transparency. For him it is important that the organization does adapt to local culture but not so much that it loses its own culture:

“Because you are still the same company, so you are not going to change into two different companies every time you move into a different culture. But you are going to negotiate that.”

(Augustin 2014:7).

Dialogue is important as it keeps the decisions transparent, therefore Augustin argues that both formal and informal channels of communication must be applied depending on the situation. He also stresses the issue of organizational culture over national culture (Augustin 2014:7-8). Augustin's statement is in line with the Mead's model.

Cultural diversity, how to implement and understand it can prove to be problematic from a Danish perspective according to Augustin because Denmark has a homogeneous culture whereas Brazil thrives in cultural diversity (Augustin 2014:11).

Gormsen stresses the need to make communication local. Her way of going about that is to be more specific and explicit in communication style as she argues that not everyone has the same understanding of the message. Therefore, she recommends being specific and explicit on intentions and aims. In this she also points out that the media plays an important role. Some employees tend not to read mass-communication for example such as information on the intranet or newsletters. Therefore the chosen media plays a role and although mass-communication works for some it is important to localize the communication as well (Gormsen 2014:2, 5). Here Gormsen is in agreement with the contextual communication model by Mead.

de Oliveira agrees to the fact that the structure of the organizational communication should be examined and how the message is received should be examined as well, to understand the expectations and needs for communication. de Oliveira refers to some of the same points as the contextual communication model does, which is finding the right person to convey the message. That is finding someone trustworthy, someone with authority and look at who that person is communication with, including the hierarchical level. She also stresses the media used to convey the message and the language used (de Oliveira 2014:7).

Christensen is also in agreement with the other experts and the contextual communication model as he states:

“Well I think the main thing is that (...) international organizations try to have an understanding of differences in culture and what kind of impact that has on communication between people and also on the perceptions people have (...) Because you can have a lot of misunderstandings unless you understand how other people think.”

(Christensen 2014:2).

He too emphasizes learning about different cultures and taking that into account when choosing a communication strategy as to avoid misunderstandings. Because people's way of thinking is largely influenced by their culture, meaning that the way of communicating in Brazil and Denmark is different and as such the two cultures perception of what is being said is also different (Christensen 2014:3). This is also coherent with the findings of Brazil being a high-context culture and Denmark being a low-context.

Christensen also stresses the need to ensure the organizational cultural values and being aware of one's own culture without feeling that it is superior to others. Sensitivity to and interest in other cultures is important to show that the other culture is valued despite of different cultural values (Ibid).

Holmgreen argues that it would be a good idea to investigate the culture that is being met beforehand, to gain ideas about what is the prevalent traits thereof. However, one should not stereotype people and treat people with prejudice. Holmgreen states that:

“...you should also prepare to be met with something else and quite quickly need to adapt your approach to something which is not what you expected.”

(Holmgreen 2014:10).

Showing openness and willingness to learn is an important ICC skill according to Holmgreen. She also stresses that decency goes a long way (Ibid). So in order to show good inter-cultural communication skills one must be open-minded, open to new experiences and accept the fact that one cannot prepare for the unexpected. Be decent, humble and respectful of the culture and the people encountered, according

to Holmgreen. She also argues that this may be a hard task as most people want to guard themselves from the unknown. According to her not all people will be able to acquire these skills (Holmgreen 2014:16).

Frandsen agrees in pointing out being open-minded as a skill that one must possess in order to communicate successfully across cultures. He also stresses the importance of getting to know the new culture in order to find the right way of communication. For this he specifies that a longer period of observation is needed (Frandsen 2014:3). He specifies:

“...the ability to manage complexity, cultural complexity, would be the overall framework for more specific skills. (...) taking your time, be tolerant, be open minded for a little longer than you normally would be, that is part of it. If not you will end up making judgments that will prove to be wrong in the long run.” (Frandsen 2014:4).

With this statement Frandsen stresses that stereotyping can be dangerous and could lead to prejudice and mistakes which should be avoided. This can be done by having more tolerance and acknowledging that things work differently in other cultures and that it may take a while before one understands their ways of communicating and behaving (Ibid). This is in line with Jandt's six barriers to intercultural communication and Kurylo's notion of problematic issues such as stereotypes, prejudice and discrimination.

Jørgensen is also in agreement with Frandsen, Jandt and Kurylo as he states that prejudices should be disregarded completely in order to connect with people from a different culture. He also highlights the importance of language and understanding the other cultures use of language, their behavioral habits and traditions (Jørgensen 2014:9-10). Thereby Jørgensen is also in agreement with Mead's model.

People who are capable of dealing with different cultures possess cross-cultural competencies, according to Augustin. This ability or skill is not acquired by only dealing with one other culture than one's own but by dealing with several different cultures (Augustin 2014:8). He states that:

“...probably people who have been in contact with people from different cultures, or at least have a flexible understanding of cultures, and are capable again of negotiating organizational identities from a non-static or fixed understanding of their identity or their national identity. So it must be what we call this sort of cosmopolitan people or open minded people.” (Augustin 2014:9).

He continues to argue that some in a natural manner possess these skills, but that they can also be cultivated and improved. Augustin describes inter-cultural communication competencies *as cultural intelligence*. These skills can be acquired by training and gaining experience. The vital part in this is to have a flexible understanding of culture, according to Augustin. Like other skills, they have to be contextualized and adapted in different ways according to the situation. He continues to state that if communication problems arise one should not necessarily look at them as based within national culture as that will create a barrier. Communication problems should therefore, according to Augustin be specified and handled accordingly (Augustin 2014:9-10). It is evident that Augustin agrees with Maude's and Mead's recommendations.

Learning the national language of the other culture is vital, according to Augustin. In his opinion, Danes are good at learning new languages and for a Danish organization doing business in Brazil, it would be necessary to learn Portuguese. Otherwise, communication problems may arise even though Brazilians are learning to speak English. Thereby Augustin also highlights the ability to learn new languages as an inter-cultural communication skill. The Brazilians that are going to be working in an international organization like for example Novozymes are what Augustin calls highly qualified people. Meaning that they would also possess inter-cultural communication skills (Augustin 2014:10-11).

Accepting differences is also something that Gormsen points out as a skill one must possess to communicate successfully across cultures. She is also of the opinion that some possess these skills naturally whereas others have difficulties acquiring them. To her it is about how the organization views and values cultural diversity because

if it is made a priority and people are convinced that it is the right thing, then they can be trained in these skills and thereby foster a good working environment across cultures. She states that cultural differences within an organization have a level of *social integration* to it (Gormsen 2014:4).

Gormsen also agrees that being open-minded and able to take on different viewpoints and perspectives are good inter-cultural communication skills in addition to being a good listener (Gormsen 2014:8). Gormsen is agreeing with Mead.

Awareness of the situation and adapting ones communication style to it is something that de Oliveira highlights as an important inter-cultural communication skill. In addition to being aware of how ones words can affect another person. She also mentions tone of voice and knowing when to be direct and indirect in communication style (de Oliveira 2014:10).

From this statement, de Oliveira is in clear coalition with the contextual communication model that highlights appropriateness in finding the right addressor-addressee relationships and choosing the appropriate language and communication style. de Oliveira states that knowledge of when to be direct and indirect correlates to high- versus low-context cultures. de Oliveira considers awareness to be a skill that can be trained as well as it is a skill that some naturally possess, thereby being in agreement with Frandsen, Jørgensen, Augustin and Gormsen. She states that a part of inter-cultural communication skills is also:

“...perhaps it is in part willingness to pull out of your own comfort zone a little bit to meet the needs, the communicative needs of the other.”

(de Oliveira 2014:11).

Valuing the other persons opinions and cultural background, reacting, and adapting to that persons way of behaving and communicating, though different from what one is used to, is a vital inter-cultural communication skill, a skill that can be acquired through training and learning how to listen. She is also in agreement with the other experts in pointing out stereotyping and prejudice as something that must

be avoided. Learning about a new culture and how the prevalent patterns of behavior is a good thing to a certain degree but remaining open-minded and curious is vital in order not to be judging people on how one expects them to behave (Ibid). Thereby she is in agreement with Mead, Jandt and Kurylo.

This is also something that Christensen highlights as important in inter-cultural communication. He stresses that being aware of the fact that other people think and perceive things different is vital to ensure that the message is understood. He also stresses that there could still be cultural barriers that prevents a fully understood communication (Christensen 2014:3-4). From this it can be seen that Christensen points to the same issues that Jandt does in outlining barriers to inter-cultural communication. It is also evident that Christensen is in agreement with Mead's and Maude's recommendations, and Kurylo's definition of communication competencies as being able to communicate clearly and in a manner that is understood by adapting it to the situation.

5.2 Analysis part two

This part of the analysis will present the experts' opinions on change management and change communication in order to make comparisons to the theory presented on the subject, and to find recommendations for how Novozymes should consider the cultural differences in their internal change communication and management. The analysis will be discussing the experts' opinions regarding change management and communication and it will be outlined to follow the structure of eight stages outlined by Kotter, in order to ensure that each of the eight stages is discussed as well as provide the reader with an overview. This is done as Kotter's theory is one of the prevalent theories of change and for the reason that Kotter emphasizes that the order of his stages should be followed to ensure a successful change implementation. Another reason for choosing to outline this part of the analysis to follow the eight stages is due to the fact that the former project followed the eight stage model as well. The ten keys to change by Pendlebury et al. does not emphasize following one step or key at the time. Furthermore other theories will be

discussed when applicable and there will be made comparisons to the findings of the former project.

Pendelebury, Mead and Kotter identify the need for developing a change plan, strategy and vision. The experts were each asked if there was a specific change model that they would recommend specifically for an international organization.

To this Frandsen recommends following a strategic change communication model that focuses on stakeholders that would also consider cultural differences. Frandsen stresses the need for cultural consideration in change implementation for all organizations even within the same national setting. He states that:

“...we have intercultural differences, also inside the company (...) we also have intra cultural differences within the same organization. So beware of subcultures and national culture also when there is only one culture.” (Frandsen 2014:11).

Jørgensen does not have a specific change model he would recommend for an international organization as he stresses that:

“I think it is the same mechanisms that you experience. I think the challenges is bigger because the cultural differences is bigger. But otherwise I would recommend the same approach more for change agents going in to Danish companies.” (Jørgensen 2014:9).

Jørgensen stresses that there is always a need to consider how communication is received and that there should be a focus on the fact that information is not always received the way it was intended. Therefore, he stresses the need to connect with the people who are going to experience the change; *it is always a question of trying to connect with that and to go on the other side* (Jørgensen 2014:9). Thereby Jørgensen is in agreement with Pendelebury et al.

Gormsen specifically recommends Kotter's eight-stage model and she recommends coupling it with the psychological theory on how to handle sorrow and crisis , which is permitting the persons to go through stages of anger, letting go of that

feeling and come to acceptance of the change, in order to *move forward* (Gormsen 2014:6-7).

The other experts had no recommendations of a specific change model for an international organization. Frandsen and Gormsen point to two different change models or strategies and Jørgensen describes that it is the same mechanisms that are at work regardless of the size of the organization and whether or not the organization is working cross-cultural or not. There is thus no overall agreement on which existing model concerning change management that the experts united can recommend.

One

It is evident from the interviews that Kotter's eight-stage model is not directly recommended by more than one of the interviewed experts. However this thesis had chosen Kotter's model before conducting the interviews, working deductively, therefore the analysis will still follow the eight stages.

Frandsen states that communication is a vital part of change, not only the implementation phase but long after as well. He states that the change should be communicated in a persuasive manner using different communication channels in order to reach and include all employees (Frandsen 2014:12). By this statement it is clear that Frandsen is drawing on the contextual communication model and that he is thereby also in agreement with Pendlebury et al. as there is an emphasis on flexibility in the change process. He is also in agreement with Kotter in his emphasis on persuading employees to change.

Jørgensen thinks of this as a challenge as he views change as being a threat to people, because of fear of the unknown. Therefore he recommends having local managers involved from the beginning and making it more about communication than information. He states:

“...I think communicating is about having a dialogue, it is not information it is communication. It also means something to the people that you actually want to involve these people.” (Jørgensen 2014:8).

Thereby Jørgensen is also emphasizing the need to involve people at all levels and make them feel included. He also stresses the importance of considering the situation, the context and being honest in communicating the realities behind the necessity to change. Otherwise rumours may flourish, which will not necessarily aid the change process (Jørgensen 2014:8). From this it is evident that Jørgensen is in agreement with both Kotter and Pendlebury et al.

Gormsen argues that changing an organization's communication strategy is one of the hardest changes to make:

“Because this is about what people write and you don't know actually what they write unless you are looking in their emails and that you do not do, out of time issues and out of legal issues for, at least for Denmark.” (Gormsen 2014:11).

She argues that motivating the employees is essential in order to make this change. For that to happen she stresses being clear and honest in describing the need for the change, how it will work in practice and the benefits thereof (Ibid). From this it is clear that Gormsen agrees with Kotter and Pendlebury et al.

Gormsen emphasises using different methods and channels of communication, using both mass-communication like newspapers but also having individual contextualized communication to ensure that the employees are involved. She stresses the importance of getting the employees involved at an individual level, which in her opinion can be achieved by creating a dialogue between management and employees. In that she also stresses the need for employees to be aware of the necessity to change. She agrees with Jørgensen in focusing on dialogue instead of information. Additionally Gormsen stresses the need for a extensive communication plan, she states:

“In a well thought communication, you have to have a huge communication plan and make the framework and teach the management, the local management to those dialog in the way that fits their culture and organization so you will be able to have the results afterwards.” (Gormsen 2014:6).

The communication plan's objective is to persuade the individuals to change according to Gormsen. She compares this to applying marketing methods to the internal communication and using what is known as nudging (Ibid). Gaining first-hand knowledge of how people perceive the change initiatives is an important part of the change communication, according to Gormsen. She recommends dialogue and listening to the employees and their concerns. This approach should work in any cultural setting, according to her. She also recommends supporting the communication further by having posters and folders regarding the change initiatives in the cantinas (Gormsen 2014:7). By stressing the need for dialogue and considering the employees' interest in developing a communication plan Gormsen is in agreement with Mead.

Christensen is also of the opinion that the rationale behind the need for change must be explained and that it is also necessary in domestic organizations as well as in international organizations as there is also difference in cultural background within a national setting. He also stresses that a change process will always be difficult and some people will try to resist it (Christensen 2014:6). Christensen is in agreement with Kotter and Pendlebury et al.

It is evident from these statements that Frandsen, Jørgensen, Gormsen and Christensen agrees with Kotter's first stage, both in terms of stressing the need to inform the employees but also that this should be one of the first steps in a change process.

In the former project Kotter's first stages was also discussed, here there was a comparison between the background material on the VOICE, which outlined the intentions behind the model. This was compared to the statements of Jeppe Glahn (hereafter Glahn) the Corporate Communications Director of Novozymes. From

this comparisons it was found that Glahn and the background material on the VOICE model was in coherence and that was also in line with Kotter's first stage. Novozymes started communicating the need for change by first informing managers in order for them to spread the information (Possert, Rosa & Bronk 2013:70-71). Hereby it can be seen that Novozymes is following both Kotter's recommendations and the recommendations from the experts.

Two

Creating a guiding coalition is about persuading people to change and help to facilitate the change. This is very difficult according to Holmgreen, as people are likely to resist it, as it is unknown. If people however were informed of the benefits of the change, then they would *be motivated to work for change* (Holmgreen 2013:6-7).

Frandsen agrees with Holmgreen stating that *all change communication is problematic*. Especially because the change is usually not communicated until the strategy is decided upon. This results in management not seeing the importance of communicating the change, according to Frandsen. Thereby he emphasizes starting the change communication even before the strategy has been developed, informing *specific groups of employees or middle managers coming from different cultural backgrounds* (Frandsen 2014:9). Is it clear from this statement that Frandsen agrees with Kotter's second stage.

Jørgensen states that *There are no universal approaches* (Jørgensen 2014:10). Thereby he is stressing that the approach towards change implementation should be contextualized, and what works in one part of the organization may not work in another. The strategy should therefore build on what is working in the organization and have a positive outlook, instead of highlighting the negative part of what is not working, according to Jørgensen. His recommendation is therefore to investigate the internal structure from within first, so that the structure and the change vision are built on the strong forces of the organization. Thereby stressing the importance of finding what works and why it works in order to build on that (Ibid). It is evident

that Jørgensen stresses flexibility in implementing the change and is therefore in agreement with Pendelebury et al. and not in agreement with Kotter.

Augustin argues that an overall strategy for implementing changes within the international organization can be made to ensure consistence. However the strategy must always be adapted and contextualised to suit the situation and the difference in culture. The reason for recommending creating a general overall strategy for implementation is to be efficient as developing a completely new strategy for each cultural setting of the organization, will be too time consuming and demanding (Augustin 2014:9). Thereby Augustin is agreeing with Frandsen and Jørgensen in stressing the need for contextualizing the strategy and is therefore also in agreement with Mead, Maude and Pendelebury el al.

Gormsen also agrees that the employees must be involved for them to accept the change and work for it. She recommends individual communication and dialogue. She emphasizes educating management to facilitate the change (Gormsen 2014:6). Gormsen thereby agrees with Kotter.

According to Christensen it would be a good idea to first inform the people in the organization, *who feel entitled to a special treatment*, in order to *make the situation ready for your change*. This would be appropriate for both Brazil and Denmark according to Christensen (Christensen 2014:5). Thereby he too is in agreement with Kotter's second stage.

In Novozymes headquarters in Denmark implementing the VOICE model was found to be in coalition with Kotter's second stage *creating the guiding coalition*, as Novozymes educated managers to facilitate the changes and lead by example. This was stressed both by the background material on the VOICE model and by Glahn (Possert, Rosa & Bronk 2013:71).

It can thus be seen that Novozymes strategy of educating managers to facilitate the change and lead by example is following the recommendations by the experts as well as Kotter's theory. Novozymes should however allow more flexibility in how they communicate the need for change in order to persuade the employees when implementing the VOICE in Brazil.

Three

Developing a change vision with clear goals for the entire organization as Kotter recommends is possible to a certain extent according to Frandsen as he believes that the vision and goals must be adapted to the cultural setting. He states:

"I think it is possible to a certain extent to have a core to have a kind of grid or some concept elements that will be the same from country to country. From one part of the company to another part of the company. But we have to adapt (...) this also goes for Danish employees."

(Frandsen 2014:9-10).

From this statement it is evident that Frandsen is in partial agreement with Kotter's recommendation of a change vision as Frandsen stresses the need to adapt the vision to suit the cultural setting. Thereby he is in agreement with Pendlebury et al. and Mead's recommendations.

In regards to developing a change vision with clear goals for the entire organization, Jørgensen does not think that common goals is possible, there can however be a general direction. He emphasizes that all people are different and thus relate to things differently, which is something that should be understood and taken into account in making the strategy (Jørgensen 2014:11). Hereby it is clear that Jørgensen does not agree with Kotter's recommendation of a change vision. However he agrees with Frandsen in highlighting the need to adapt to the cultural setting and thereby agreeing with Mead and Pendlebury et al.

Gormsen shares Jørgensen's viewpoint as she too stresses that difference in cultural background leads to different perceptions and therefore she recommends making local adaptations to the overall change vision and strategy. She also emphasizes that there will be local differences in organizational culture across borders and that there still can be an overall aim that is being followed, however with different methods and goals (Gormsen 2014:5). Therefore she too is in agreement with Mead and Pendlebury et al.

de Oliveira stresses the importance of making the employees feel valuable and valued in the organization and that they should have their needs fulfilled as well which the change vision and strategy should take into account. In regards to creating goals for the entire organization to follow, she states that:

“...goals in general are okay. Here I would say I think it is probably possible and I would say definitely desirable if a company has a companywide concept or policy that all cultures represented and all languages represented, will be respected.” (de Oliveira 2014:12).

de Oliveira emphasizes the need to take the employees interests into account and contextualize the strategy, therefore in agreement with Mead. Thereby she is also in favor of a flexible implementation strategy, which is in line with Pendlebury et al. She is also in agreement with Kotter’s recommendation of setting up common goals.

Christensen shares de Oliveira’s view that there can be a common vision and common goals for the entire organization as he believes that if the vision is communicated clearly to all employees in all the different cultural settings of the organization, they could learn to identify with it (Christensen 2014:5). Therefore Christensen’s view is in line with Kotter’s third stage and fourth stage.

When discussing Kotter’s third stage *developing a vision and strategy*, in the former project it was found that there were differences found in what the VOICE model prescribes and what was actually done in the implementation, according to Glahn. The model states that all the tools of the VOICE wheel should be made available to all employees, however only some of the tools were presented to some of the employees. The background material on the VOICE model also stated that the model should be implemented both by the top-down and the bottom-up approach as Klewes & Langen suggest. However Glahn states that it was only implemented top-down and continues to argue that this was due to variations in cultural settings. It was found that the VOICE model did not follow Kotter’s recommendation of following the same strategy throughout the implementation process as the model allows each department autonomy in deciding how and if they

should implement the model and if they want to follow the entire model or only apply parts of it (Possert, Rosa & Bronk 2013:71-72). Thereby it can be seen that Novozymes does follow the experts' recommendations, as they recommends flexibility.

Four

According to Kotter's fourth step in creating a successful change the change vision and strategy must be communicated clearly and directly to all employees within the organization to ensure understanding. Pendelebury et al. argues that a detailed communication plan should be made which is adapted to each situation and stage of the change process.

Holmgreen argues that at the general level there could be an overall communication strategy, which could work in at some paths in the organization, but that it should be more contextualized to the different departments and subcultures of the organization in order to be efficient (Holmgreen 2014:11). Thereby Holmgreen is more in agreement with Pendelebury and Mead than with Kotter.

Frandsen believes that change communication and change management are intertwined. He states that there is a need to be very strategic in change communication as some people will try to resist it as well as there might be some negative consequences for some employees. Frandsen notes that in his opinion managers have not realized the importance of communication until recently, which he views as a flaw especially in a change process where communication is essential according to him. He stresses that change communication should start at the same point in time as the change has been envisioned (Frandsen 2014:10). By this statement Frandsen does not agree the sequence of Kotter's eight-stage model. However he does agrees with Kotter in emphasizing that the changes should be communicated in a clear and direct manner. This is also something that Pendelebury et al. stresses.

In Gormsen's opinion it is possible to have general principles of communication implemented in across the entire organization worldwide (Gormsen 2014:5). Hereby Gormsen is in agreement with Kotter.

Christensen recommends analysing how a message is received and then altering the communication strategy thereafter. He states that Danes have an idea about how to communicate in Denmark to ensure that the message is received. Therefore Christensen recommends investigating how to communicate in Brazil to ensure that the message is understood (Christensen 2014:4). Hence he recommends a communication strategy that is in line with Mead's and Pendlebury et al.'s strategy.

The experts agree on the importance of communicating the change vision, Kotter's fourths stage. They agree that communicating the change vision is important, however they also emphasize that this should be done in a contextualized and flexible manner, thereby agreeing more with Mead and Pendlebury et al.

In the discussion of Kotter's fourth stage *communicating the change vision*, it was found that Novozymes evaluates the communication strategy annually by a peoples' opinion survey. Here it can be seen that Novozymes does consider the employees opinions and therefore are in line with Meads recommendations. Glahn stressed the importance of being consistent in communication strategy, whereby it was found that he agrees with Kotter (Possert, Rosa & Bronk 2013:72). From the findings of the former project, it can be seen that Novozymes are more flexible in their change implementation than what Kotter recommends, which is what the experts recommends them to be when implementing change across cultures.

Five

Holmgreen argues that perhaps it would be a good idea to accept differences in organizational culture both on the micro and the macro level. She states:

“If you accept that there are cultural differences on not only the macro but also the micro level and that means that we have different ways of

reaching a goal, then maybe yes. You should say; well, we need to reach these goals, we need to reach them by this and this date, the way you do it, it up to you.” (Holmgreen 2014:13).

Thereby Holmgreen is not in agreement with Kotter’s fifth stage; empowering a broad based action, as Kotter recommends ensuring that all employees follow the same strategy. She is in agreement with Pendlebury et al. However Holmgreen also recognizes a need for some coherence in the methods applied to reach the change goals so the management can follow the implementation and measure its success. In that way she does see benefits for management if all employees in all departments of the organization were to follow the same strategy and use the same tools, however she stresses that it would not, in her opinion, be beneficiary to the individual (Ibid). From this statement it is clear that Holmgreen is in agreement with Kotter’s sixth stage of creating short term wins.

One of the main obstacles for implementing change is *lack of understanding* according to Holmgreen. Especially in regards to the feeling of insecurity that is strongly connected to change. Therefore she describes that one of the main mistakes an organization can make is to undermine the feelings of insecurity that the employees have. She therefore thinks that these feelings of insecurity should be considered more in the change implementation process, especially in the cultural settings that are less prone to change. Holmgreen states:

“So it would go with Hofstede’s idea (...) that there is certain cultures which have set up a lot of rules in connection with uncertainty, for instance, in order to manage uncertainty change. And other cultures are less concerned with change and uncertainty. If that is the case, well then you certainly need to consider, when you implement change in different departments.” (Holmgreen 2014:13).

By stating this Holmgreen stresses that there is a need to look at each department differently and consider the different cultures and what their needs are in order to become change ready. She states that she is in agreement with Hofstede’s findings on uncertainty avoidance and recognizes that people from different cultural

backgrounds manages this in different ways. It can also be seen that Holmgreen recognizes that there are obstacles that can hinder the change implementation, thereby agreeing with Kotter. However she is not in agreement with Kotter's idea of following the same strategy within the entire organization. She therefore agrees with Pendelebury et al. in their emphasis on flexibility and with their third key: catalyzing, where they argue that different methods should be applied for different parts, as well as their seventh key; handling the emotional dimension.

Frandsen argues that managers should consider the reasons behind the employees' resistance of change and take it very seriously as it might not be just a barrier that should be removed but actually a reaction that shows that the change vision will not work in practice. As such, Frandsen argues that resistance could also be viewed as a positive (Frandsen 2014:12-13). He states that:

“So perhaps change resistance is in some cases a sound reaction to a crazy idea.”

(Frandsen 2014:13).

Frandsen also stresses that it is an obstacle and a problem if people use arguments of cultural differences as the basis of their resistance as that would be a strategic use of culture. Strategic use of culture is according to Frandsen if people use their cultural background as an argument for special conditions. If the resistance is not due to strategic use of culture, he recommends making adaptations to the change vision or rethink it completely. Frandsen stresses that changes should only take place if there is a good and well thought of reason for it (Frandsen 2014:8,13). From these statements, it is clear that Frandsen is not in agreement with Kotter's fifth stage. Frandsen is also in agreement with the seventh key by Pendelebury et al.; handling the emotional dimension.

Jørgensen agrees with Frandsen that the employees should be able to voice their opinions concerning the changes as well as their fears of what the change implies for them. He states that one of the major obstacles for change implementation is silence and being too enthusiastic:

“Because that is because they are hiding something. Normally. So becoming overly enthusiastic and not criticising. I remember one of the guys saying, (...) it does not promote you career to be against change.”

(Jørgensen 2014:8).

If people behave like this they are not voicing their opinions, according to Jørgensen. He therefore recommends honesty and being clear about what the changes imply also concerning cutbacks. For him it is important to create an open, honest and trustful environment where people are allowed to voice their concerns. Because if the organization is not clear about what the change actually imply it would create an environment of mistrust as the employees will figure it out along the way (Jørgensen 2014:8). Hereby Jørgensen is also in agreement with the seventh key by Pendelebury et al.; handling the emotional dimension.

Jørgensen states that it is important to build the strategy on the forces of each department, instead of building one strategy to fit all as then there would be forces against the change. Thereby the obstacles are created by the organizations itself according to Jørgensen. In large fundamental changes there will be resistance and the challenge there would be to understand the situation in each department and be emphatic about how that influences the employees (Jørgensen 2014:11). From this it is evident that Jørgensen is in agreement with Mead and Pendelebury et al.

Another important obstacle to consider, according to Jørgensen, is the origins of the communication strategy and the change strategy as they usually come from top management and concern practical issues at a different level of the organization, meaning that top management is not always able to understand the practical aspect and its realm of possibility. Thereby the change could exceed the limits of what is actually possible to do (Jørgensen 2014:12).

Although Augustin emphasizes cultural differences as something that should be regarded in a change process, he also stresses that in some cases it would be an obstacle to view every problem area as cultural as that would make the problems harder to solve. Thus he recommends that management should:

“...just try to look at these problems as normal, non-cultural problems.” (Augustin 2014:6).

There are going to be similar problems in each department no matter the cultural setting, according to Augustin. So that is why the organization should not view the problems as originating in cultural differences by try to find and understand the reasons that problems arise (Ibid).

Augustin continues to argue that there could arise some problems due to cultural differences, especially when two cultures are so vastly different as Brazil and Denmark, due to the hierarchical structures. He also mentions that in Brazil there is a national fear of western imperialism which needs to be avoided (Augustin 2014:8). Here it can be seen that Augustin emphasises that there are differences that needs to be considered whether they arise from culture or not. Thereby agreeing with Pendlebury et al.’s keys seven and eight.

Gormsen agrees with Jørgensen in the sense that gaining knowledge about the situation is needed in order to know what can be done to change it and how the change should be implemented. She recommends applying both a top-down and a bottom-up approach and changing between them according to the needs of the situation (Gormsen 2014:9). Thereby it is clear that Gormsen is not in agreement with Kotter’s notion of following the same strategy. Gormsen is in agreement with Klewes & Langen as she states that she prefers a combination of the top-down and the bottom-up approach for change implementation.

In regards to obstacles that can hinder the change implementation Gormsen states that a big concern is cultural differences in how people react to information and orders from managers. For example, she mentions that in some cultures people will not voice their opinions; they will just nod their heads and not voice their concerns even if the changes presented to them are not possible to implement. She states:

“...the challenge will be even bigger when you are at a distance and you are working with different cultures.” (Gormsen 2014:3).

Thereby Gormsen argues that cultural differences can present themselves as obstacles for change and that they should therefore be considered in the planning of the change strategy (Gormsen 2014:11). This is in line with Kotter's recommendation in terms of communicating the change, attacking the obstacles and training the employees.

The obstacles that can present themselves in a change process are sometimes linked to the hierarchical system, according to de Oliveira. She recommends awareness of how the hierarchical structure works and how people act within it. She notes that the organization should evaluate people to find the right persons to facilitate the change by defining which hierarchical level that person must be at and if that person possesses authority. Therefore, she recommends taking a micro approach (de Oliveira 2014:5-7). By this statement de Oliveira is clearly in agreement with Mead's model as she stresses the need to find the right addressor.

Applying a micro analysis to find how where and why the problem occur is necessary to attack the problems according to de Oliveira. Thereafter it is a matter of analysing the particular circumstances (de Oliveira 2014:8). Hereby de Oliveira agrees with Kotter that the obstacles need to be attacked.

In regards to obstacles Christensen also points to Mead's model as he mentions that it is important to be appropriate and understand that the person(s) who is being communicated with may have different perceptions of the message. He stresses this as important because it may otherwise result in obstacles. However he also mentions that even though the organization does take these cultural differences into account in the communication strategy there might be other cultural differences that can hinder the change implementation. As an example he points to the hierarchical structures and wanting to be appropriate according to one's own perception of one's own hierarchical status. Thereby agreeing with de Oliveira in regards to the obstacles that may arise between Brazilian culture and Danish culture within an international organization Christensen states:

"Well in Brazil it is very important to know people and in Denmark it is not so important. It is more important to do a correct job, to do

everything smoothly and that could be a huge barrier if as a Dane you do not realize that you ought to get more involved in the social life, (...) with the people who you try to do business with. I think that would be a big risk (...) it is important to talk to people in Brazil, you know, you may not always get responses from mails (...) you have to then call them.” (Christensen 2014:3-4).

Here Christensen outlines some of the cultural aspects that are different from Brazil to Denmark, which may become obstacles in a change implementation. Christensen mentions hierarchical differences between Brazil and Denmark agreeing with Hofstede's findings on power distances. Thereby he also mentions structures which is in line with what Kotter and as Pendelebury et al. as they also mention the importance of structures.

Attacking obstacles is something that most of the experts, four out of seven, do agree with Kotter in. However all seven experts are in agreement with Pendelebury et al. in emphasizing the importance of structures and being flexible in implementing them.

Glahn emphasizes the importance of training employees in the tools of the VOICE model. It was however found in the discussion of Kotter's fifth stage ***Empowering a Broad Based Action*** in the former project, that the tools of the model was not being communicated sufficiently enough whereby the employees were not aware of all the tools that were available to them. Glahn also stresses the need to ensure that the employees understands and supports the change. This it was found to be in consistence with Kotter. However there might arise problems as not all departments have implemented the VOICE model. (Possert, Rosa & Bronk 2013:72).

From this it can be seen that the fact that not all employees are aware of all the tools available to them is a problem or obstacle that must be attacked, as this is something that both the former project concluded and something that Kotter and the experts agrees upon. However the former project concluded that it may be a problem that not all departments are following the same strategy as Kotter recommends. This is not a problem according to the experts it is however preferable

as it allows flexibility and suggests that the strategy is contextualized to fit each situation.

Six

Creating short-term wins is something that Kotter emphasizes in order for the employees to keep feeling a sense of urgency and to see that the change initiatives do work and have a desired effect. In order for this to happen, Holmgreen stresses the importance of setting up the right monitoring systems that should be culturally dependent according to her. The basic premise according to her is defining the goals clearly in relation to the cultural setting in order to be able to measure how it is received by the employees and measure its success. She stresses that some things might work well in one cultural setting might not work in another, whereby the cultural differences should be taken into consideration when implementing changes and setting up strategies and goals (Holmgreen 2014:14). Holmgreen is in agreement with Kotter, however she does not believe that it is the same goals and thereby wins that will work for the entire organization as she stresses the significance of cultures influence. Thereby she is in agreement with Pendelebury et al. key three catalyzing. This is also in line with Mead's recommendations.

There is a danger associated with applying the same strategy and methods across cultures according to Holmgreen as that would essentially be the same as evaluating employees from one set of standards that is different according to the cultural setting. She stresses that just because a person works in a different way it does not mean that the person is inefficient (Holmgreen 2014:15).

Augustin recommends giving each department autonomy to implement the changes as they see fit, as they know how the changes will work best in their cultural setting. Flexibility is essential according to Augustin, as *you are acting in different contexts* (Augustin 2014:13-14). Thereby Augustin does not agree with Kotter's sixth stage. He does however agree with Pendelebury et al.

Gormsen however does agree with Kotter's sixth stage as she states that measuring the progress of the change implementation frequently would be a good idea. The reason that Gormsen stresses the need for evaluating the change process and the importance of short-term wins is, as she states that is:

"...this kind of proof of concept." (Gormsen 2014:10).

She emphasises that evaluating the change process frequently will keep the urgency level up and *make the change stick* (Ibid). Gormsen is therefore in clear agreement with Kotter's sixth stage.

Frandsen does not think that it is possible to ensure that change is ongoing in the entire organization at once, nor within the same time limit or with the same strategy (Frandsen 2014:14). Thereby it is clear that Frandsen does not agree with Kotter.

Frandsen does however agree with Kotter by stressing that leadership and management has great impact on change and that their roles should be as multipliers in the sense that they should lead by example and communicate and facilitate the changes. For an international organization present both in Brazil and Denmark, like Novozymes, he recommends creating a panel consisting of managers from both countries in order to discuss their concerns regarding the change. From this the top management will know how the differences in culture affect communication and the change initiative and can take that into consideration in planning the change. Perhaps there are differences in perception that needs to be regarded which will be presented by the panel. This is why Frandsen recommends being open-minded and listening to the people with direct experience that has to work with the practical aspect of the change (Frandsen 2014:14). From this it is evident that Frandsen is in agreement with Klewes & Langen as well as Mead. He is also in agreement with Pendlebury et al.

In the discussion of Kotter's sixth stage ***Generating short-term wins***, it was found in the former project that Novozymes does not emphasize generating short term wins as neither the model or Glahn states that there are made any efforts to create short term goals and thereby wins. Both however stresses continuous education and

evaluation of managers in order to ensure that the change is ongoing (Possert, Rosa & Bronk 2013:72-73,76). Therefore it is found that Novozymes should generate short term goals and wins in order to keep the employees motivated, and they should allow the goals to be flexible and adapted to each department.

Seven

Shared goals for the entire organization are good as they present something to strive for according to Holmgreen. However she argues that the goals are not necessarily reached within the same time frame or by the same methods (Holmgreen 2014:11). Therefore she is more in line with Pendelebury et al. than with Kotter.

As mentioned before Frandsen argues that organizations should emphasize change communication more and start communicating the changes and what they imply as soon as it has been decided that change is necessary. He also stresses the need to keep communicating the change implications a long time after the decisions have been made as well as long after they are presumed to be implemented. He states:

“I would like change communication to be pervasive, to be everywhere also a long long time after top management has declared the change project as over.”
(Frandsen 2014:12).

By this statement, Frandsen argues that declaring victory too soon is a mistake and is therefore in agreement with Kotter’s seventh stage. Frandsen continues to argue that in a hierarchical organization top managers typically have a different view of the situation than the employees have:

“...top managers normally have very different perspective on the change process taking place compared to the employees at the bottom of the hierarchy.”
(Ibid).

Common goals can serve as an aid to create a common global corporate identity according to Augustin. Thereby Augustin recognizes the need for common goals

within the organization. However he stresses that the adaptation of those goals should be flexible. He states that:

“...again you need to be flexible and localize and contextualize this identity, in a practical sense.” (Augustin 2014:12).

By this statement it is evident that Augustin agrees with Kotter and Pendlebury et al. According to Augustin the organizational identity will still be preserved even though there are different ways of implementing changes and understanding them within the different departments and cultures in the organization. He also stresses that the organization must undergo a learning process both of how the market works and evolves and how the people within the organization evolve and adapt to the organizations growths (Augustin 2014:13). Augustin argues that:

“...you cannot take for granted that you reproduce the same model that you have here. But I think that anyway you need some core values, although you are going to contextualize them and adapt to the different situations but you need to have something in common. Otherwise they cannot see the point with hierarchy, in a global company must be like different aggregations of companies...” (Ibid).

By stating this it can be seen that Augustin is not in agreement with Kotter due to his emphasis on different ways of adapting to the core values. Instead, he agrees with Mead that stresses the importance of the employees' interest and adapting the strategy to those.

Holmgreen and Frandsen is in agreement with Kotter in arguing that declaring victory too soon is a mistake. Augustin however is in clear disagreement with Kotter, as he does not think that it is possible to have a shared organizational culture, which Kotter does.

In the discussion of Kotter's seventh stage ***Consolidating Gains and Producing More Change***, it was found by the former project that Novozymes continuously adapts the VOICE model to the situation by listening to the employees' feedback.

According to Glahn, this was done to strengthen the model (Possert, Rosa & Bronk 2013:73). It is therefore evident that Novozymes was following the recommendations of the experts as they strongly emphasizes adapting, being flexible and listening to the employees. As well as not declaring victory too soon, which Novozymes avoids as they see the process as ongoing.

Eight

Holmgreen stresses that if the overall objectives and goals should be clearly stated by management to ensure that the change is ongoing. She argues that if a person does not see those goals as something that is worth working for, they should find another place to work. She states:

“...so it is a matter of saying these are the goals that we have to reach and if you are not in agreement, you don't want to work towards it then maybe this is not the place for you where you are supposed to be.”

(Holmgreen 2014:11-12).

It is therefore evident that Holmgreen also shares Kotter's view on anchoring the values in the organization by also making them a part of the hiring process. Holmgreen argues that a shared organizational culture is possible in the long-run and that it is created from the hiring process by pursuing members of staff that will embody the vision for the organization. So shared features are important in her view both by the people hired and by the overall structure of the organization (Holmgreen 2014:11). Thereby Holmgreen is also in agreement with Kotter.

In regards to ensuring that change is ongoing, Jørgensen argues that change readiness is something that Human Resources should take into account when hiring new employees. It should be a requirement in the recruitment process to ensure that there will be as little change resistance as possible. Because if people are presented with clear expectations of change readiness from the moment they are hired, they will not resist it according to Jørgensen (Jørgensen 2014:13). Thereby it is clear that Jørgensen is in agreement with Kotter.

A shared organizational culture is not possible in a cross-cultural setting according to Jørgensen. He recognizes that the employees of a large international organization do share many things as for example technologies, the usage of language and their place of employment. However he does not believe that they share values. He states:

“... I do not think they share values as such because they can attach to different things for different reasons. They do not share assumptions.”

(Jørgensen 2014:11).

He continues to argue that the way people think and work in two different countries with different cultures such as Brazil and Denmark are so different that they cannot have a shared organizational culture (Ibid). Thereby it is evident that Jørgensen is in disagreement with Kotter.

Gormsen is in disagreement with Jørgensen as she does think that it is possible to have a shared organizational culture within a large international organization, like Novozymes. She does however not think that an organizational culture can be planned in details, which Kotter does (Gormsen 2014:4).

A shared organizational culture is to de Oliveira, awareness of differences in culture. She believes:

“... that there can be something which helps to unify people.”

(de Oliveira 2014:12).

For her creating an organizational culture, is a strategic choice, depending on decisions of how mobile the employees should be and if they encounter other employees from other subsidiaries around the world. For de Oliveira it is important that cultural differences is respected and accommodated. The organization should detect what problems may arise from the cultural differences and accommodate them (Ibid). de Oliveira is agreeing with Kotter's eight stage.

Shared goals and a shared organizational culture in an international organization is possible but only to a certain extent according to Christensen. He argues that if the organizational values are communicated in a way that people from different cultural backgrounds can relate to them it is possible that they can identify themselves with some of the values. On the other hand he does not think that the organizational culture can be rooted in a manner that will undermine the individuals own cultural roots. Christensen states that:

“...I do not think that you can actually ensure that they are able to completely reset their own mental processes and understandings (...) the people from other cultural backgrounds would still at times react according to their deeper cultural roots...” (Christensen 2014:5-6).

Thereby Christensen only partially agrees with Kotter, as Christensen believes that at shared organizational culture is only partially possible.

From these statements it can be seen that the experts Holmgreen, Jørgensen, Gormsen, de Oliveira and Christensen is in agreement with Kotter's eight stage as they believe that it is beneficiary to have shared values within the organization. Holmgreen and Jørgensen also agree with Kotter in stating that values and change readiness is something that the organization should consider in the hiring process.

The former project found that although Novozymes has won awards for their VOICE model they still have obstacles to overcome, as the model has not been implemented throughout the entire organization worldwide. It was also found that Glahn is in agreement with Kotter in that change takes time to root itself as an integral part of the organization, which is also his explanation for the fact that the model has not been implemented fully thus far (Possert, Rosa & Bronk 2013:73). The experts are also in agreement with Kotter in emphasizing that the new procedures should be rooted within the organization. Thereby Novozymes are already following the expert advice.

6. Analysis Reflections

It is evident from the statements of the interviewees that they do not recommend Kotter's eight-stage model for implementing changes across cultures within an international organization, like Novozymes. However since this thesis works deductive, Kotter's model was chosen and the interview guide was created on this basis, which was done as Kotter's eight-stage model is one of the predominant theory's of change. As well as this would link the former project and this thesis close together in order to make comparisons on how Novozymes already implemented the VOICE model in the Danish headquarters and how they should implement it in Brazil.

Another finding in the conduction of the interviews with de Oliveira and Christensen, who are experts in Latin American Area studies at Copenhagen University and Aalborg University, specializing in Brazil, was that they were reluctant to make statements directly about Brazilian culture. Especially de Oliveira who stated that she could not give direct answers, as she did not have *first hand work experience in Brazil* (de Oliveira 2014:3) Therefore she uses her work experience in Portugal as a reference as Portugal and Brazil has very similar cultures, according to her.

Unfortunately, it was not possible to interview other experts within the field. Other experts who specializes in Brazil had been contacted, but were unable or unwilling to give an interview. Therefore, the interviews were used in the analysis, even though deeper knowledge had been preferable. This shows that people who are regarded as experts in a field of study does not have sufficient knowledge to answer these questions, whereby further investigations are needed.

There have also been attempts to contact several consultants working with change management and implementation in international settings. However, none had the time to give an interview. This would have been preferable as they could have provided practical knowledge of how change is communicated, managed and implemented across cultures. This could have provided a more evidence based recommendations, as Frandsen demands.

Furthermore, it must be noted that not all experts made statements to all the aspects of the inquiry, due to their different specializations.

7. Conclusion

Here the findings of the two sections of the analysis and the findings of the former project: *Managing Change in Novozymes – Internal Change Management Communication* will be summarized, in order to answer the problem formulation:

“How should Novozymes manage and communicate changes across borders and cultures within the company to ensure a successful implementation of change management initiatives?”

The discussion of Kotter’s first stage *Establishing a Sense of Urgency* in the second part of the analysis it was found that Jørgensen, Gormsen and Christensen was in agreement with this emphasis on informing the employees of the need for change and what it implies, as the first step of a change process. This is in line with what Novozymes did in their implementation of the VOICE model in the Danish headquarters, which was found in the former project. According to the findings of this thesis, Novozymes should continue their strategy of establishing the need for change in Brazil.

In Novozymes headquarters in Denmark implementing the VOICE model was found to be in coalition with Kotter’s second stage *creating the guiding coalition*, as Novozymes educated managers to facilitate the changes and lead by example. This was stressed both by the background material on the VOICE model and by Glahn (Possert, Rosa & Bronk 2013:71).

As evident from the statements of the experts that Frandsen and Gormsen agrees with this procedure and recommends that that should be done in the entire organization. However Frandsen and Gormsen as well as Jørgensen, Augustin, de Oliveira and Christensen also emphasizes the need for flexibility in the change

communication. Whereby they recommend following Pendlebury et al. recommends.

It can thus be seen that Novozymes strategy of educating managers to facilitate the change and lead by example is following the recommendations by the experts as well as Kotter's theory. Novozymes should however allow more flexibility in how they communicate the need for change in order to persuade the employees when implementing the VOICE in Brazil.

This is also evident in the first part of the analysis where the experts were in coherence with the contextual communication model, in stating that it is vital to be aware of the fact that communication can be perceived differently due to cultural differences. Furthermore, they are in agreement with Maude's recommendation of a flexible communication style and Kurylo's definition of communication competencies as being able to communicate clearly and in a manner that is understood by adapting it to the situation.

Moreover, Jørgensen and Frandsen are in agreement with Jandt's six barriers to inter-cultural communication, and Kurylo's notion of problematic issues, which is that assumptions can lead to stereotypes, which can also lead to prejudice and discrimination. Evidenced in their statements of disregarding stereotypes and prejudice in order to connect and communicate with people from a different culture. Novozymes should thereby gain a deep understanding of Brazilian culture and adapt and contextualize their implementation and communication strategy.

When discussing Kotter's third stage *developing a vision and strategy*, the former project found that there were differences in what the VOICE model prescribers and what was actually done in the implementation, according to Glahn. It was found that the VOICE model did not follow Kotter's recommendation of following the same strategy throughout the implementation process as the model allows each department autonomy in deciding how and if they should implement the model and if they want to follow the entire model or only apply parts of it (Possert, Rosa & Bronk 2013:71-72). Thereby it can be seen that Novozymes does follow the experts' recommendations.

In the discussion of Kotter's fourth step *communicating the change vision*, it was found that Novozymes evaluates the communication strategy annually by a peoples' opinion survey. Here it can be seen that Novozymes does consider the employees opinions and therefore are in line with Meads recommendations. Glahn stressed the importance of being consistent in communication strategy, whereby it was found that he agrees with Kotter (Possert, Rosa & Bronk 2013:72). Most of the experts also agrees with Kotter in his emphasis on the importance of communicating the change vision. However the experts also stressed that this should be done in a contextualized and flexible manner.

From the results of the former project it can be seen that Novozymes are more flexible in their change implementation than what Kotter recommends which is what the experts also recommends them to be when implementing change across cultures.

In the discussion of Kotter's fifth stage *Empowering a Broad Based Action*, four out of the seven experts agree with Kotter in his emphasis on attacking obstacles. However all seven experts agree with Pendelebury et al. by emphasizing flexibility in the change implementation as well as taking the situation in to regards and thereby contextualizing the strategy accordingly.

It was found by the former project that not all employees are aware of all the tools available to them and that it is a problem or obstacle that must be attacked, as this is something that both the former project concluded and something that Kotter and the experts agrees upon. However the former project concluded that it may be a problem that not all departments are following the same strategy as Kotter recommends. According to the experts this is not a problem it is however preferable as it allows flexibility and suggests that the strategy is contextualized to fit each situation.

In the discussion of Kotter's sixth stage *Generating short-term wins*, it was found in the former project that Novozymes does not emphasizes generating short terms wins as neither the model or Glahn states that there are made any efforts to create

short term goals and thereby wins. Both however stresses continuous education and evaluation of managers in order to ensure that the change is ongoing (Possert, Rosa & Bronk 2013:72-73,76).The experts see short-term goals and wins as beneficiary and motivating, thereby agreeing with Kotter. However the experts is still emphasizing flexibility and contextualizing the goals for each department. Therefore Novozymes should generate short term goals and wins in order to keep the employees motivated, and they should allow the goals to be flexible and adapted to each department.

In the discussion of Kotter's seventh stage *Consolidating Gains and Producing More Change*, it was found by the former project that Novozymes continuously adapts the VOICE model to the situation by listening to the employees' feedback. According to Glahn, this was done to strengthen the model (Possert, Rosa & Bronk 2013:73). It is therefore evident that Novozymes was following the recommendations of the experts as they strongly emphasizes adapting, being flexible and listening to the employees. As well as not declaring victory too soon, which Novozymes avoids as they see the process as ongoing. Thereby Novozymes is following the recommendations as should continue to do so.

In regards to Kotter's eight step, *anchoring new approaches in the culture*, the former project found that Novozymes still have obstacles to overcome, as the model has not been implemented throughout the entire organization worldwide. It was also found that Glahn is in agreement with Kotter in that change takes time to root itself as an integral part of the organization, which is also his explanation for the fact that the model has not been implemented fully thus far (Possert, Rosa & Bronk 2013:73). The experts are also in agreement with Kotter in emphasizing that the new procedures should be rooted within the organization. Thereby Novozymes are already following the expert advice.

Thereby it was found that Novozymes should in a large sense continue to implement the VOICE model in Brazil as they have done in Denmark, by allowing the different departments autonomy and contextualize the communication to each cultural setting. They should set up short term goals and thereby wins in order to show the employees that the change is functioning, as a *proof of concept* as

mentioned by Gormsen, as this will keep urgency levels up and motivate the employees.

Furthermore it was found that the major differences between Brazil and Denmark is that there is a greater power distance in Brazil than in Denmark and that Brazilians value collectivism higher than Danes who value individualism, and the differences in communication styles as Brazil is a high-context culture and Denmark is a low-context culture.

Therefore it was found that Novozymes should account for cultural differences in their internal communication and change management across borders. They should contextualize their communication strategy to each department. A good tool for this would be the contextual communication model, as that specifies what issues that must be regarded when communicating inter-culturally, which the experts agree on.

Brazilians have a high power distance and respect hierarchy, thereby a top-down approach would be recommendable for implementing change in Brazil. The addressor(s) of the change message should therefore have a higher hierarchical status than the addressee(s). Novozymes should however listen to the employees and consider their opinions and emotions regarding the change. If the employees show signs of resistance, Novozymes should consider the reasons behind it, and consider if the change is necessary if the reasons for resistance is not strategic use of culture. It is also important to understand that Brazil is a high-context culture, which means that Brazilians value verbal communication higher than written communication, according to the experts who agrees with Maude. Thereby Novozymes should use more direct verbal communication in Brazil to create a sense of urgency and empower a broad based action as well as ensure that the message is understood and followed. The change communication should start as soon as the change has been decided on and continue throughout the whole process. This may take several years until the change, in this case the VOICE model, is fully rooted within Novozymes, in Brazil as well as in Denmark.

8. Perspectivation

This thesis could favourably have had a deeper level to the analysis if Novozymes had allowed an inside the company view where the actual communication between the Danish headquarters and the Brazilian subsidiary. This would have provided a more evidence-based analysis and recommendation of what the organization should be aware of when communicating across the two cultures. Furtherer more that would have allowed a deeper document analysis by analysing primary documents deriving directly from Novozymes. If Novozymes had allowed an inside view it would also have been possible to create a gap analysis in order to see if the employees' perception of the change matches the perception and intention thereof by top managers. However this was not possible as Novozymes did not have sufficient resources to take on a thesis student, according to Jeppe Glahn.

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The former Project as well as interview recordings and transcriptions can be found on the Appendix CD.