The topic of this case study is implementation of a new process in an expert organisation. The case organisation harmonises its work processes in certain areas of expertise. Former separate ways of working are transformed into a new, common one. The means with which the harmonisation will be conducted are organisational training and activities that promote knowledge sharing and the creation of common knowledge. The objective of this study is to find out how the training should be carried out and how the knowledge sharing could be enabled, in order to successfully implement the new process to the experts’ work.

The case organisation is Nordea Bank’s Netbanking unit. The unit provides its areas of expertise to all the bank’s electronic banking services. The unit and its experts are located in four countries and the new process is common for all. In the course of the implementation, the experts attend to training about the new process model and are encouraged to knowledge sharing.

The theoretical background for this study is derived from the disciplines of knowledge management and organisational training. Theories of knowledge creation and sharing form the other part of the literature, and the theories of effective organisational training form the other. Knowledge sharing enablers and hinderers are the focus of the first research question and success factors for effective organisational training are the key of the second research question. The third question is a synthesis of the two previous ones: how to implement the new process into the case organisation?

The research strategy is an inductive case study. The training was carried out as workshops and two of these workshops were selected as case units. The empirical evidence was gathered from the participants with two sets of questionnaires and with focused theme interviews. The two workshops were compared with each other and with results of prior researches from the literature. The AtlasTI software was used when categorising and labelling the qualitative data.

Main findings of the study are the challenges faced in the implementation. Multinational organisation with many nationalities and locations formed the first challenge. It is complex to share knowledge face-to-face over long geographical distances. The organisational roles and responsibilities were another obstacle. The management of the implementation was not aligned with the management of training or vice versa. Neither of these was aligned with the day-to-day work task management. Because of this, the training became a separate entity, with no connection with daily tasks or implementation. A thorough planning and follow-up are the keys to successful implementation. Support from the organisation to the experts adapting to new ways of working is essential.

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Säilytyspaikka-Förvaringsställe-Where deposited
Muita tietoja-Övriga uppgifter-Additional information