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ETHNOGRAPHICAL STUDY: USE OF NEW MEDIA TECHNOLOGIES IN
A FINNISH CHANGE CONSULTANCY COMPANY

ABSTRACT

Title: Ethnographical Study: Use of New Media Technologies in a Finnish Change Consultancy Company

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Summary:

In this study, I investigated how new media technologies were used in a Finnish change consultancy company. Ethnographical method was applied to study the question. I spent four months in a change consultancy company doing observation and actively participating in a company everyday life. As a part of ethnography, nine semi-structured interviews were carried out on all the company members. The concept of domestication was used in this research to study the use of new media technologies in a company. This concept has been presented in the researches for over twenty five years most significantly in England and Scandinavian countries. In addition, the concept of affects and emotions was used. I followed the researches who do not distinguish affect and emotion. I concentrated on the positive affects such as enthusiasm, enjoyment, satisfaction, happiness, joy.

During the workshops new media technologies were not used intensively. However, the way they were used supported in creating the unique working atmosphere and environment. New media technologies were used to create and extend the affects. There were not so many devices that the workers used on a daily basis at work. When they talked about the use of new media, they talked more about practical use like storing the information. The main characteristics of new media – creativity, interactivity and freedom were not realized by all of them. The "reminder" phenomenon has an important meaning in my research. The clients become excited, "hot" during the workshops but there is a danger that they might become "cold" after the workshop if there is no any kind of contact with them.

Keywords: change consultancy, new media technologies, domestication, affects, emotions

Further information:

I give a permission to the Master's thesis to be read in the Library.

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1. INTRODUCTION

The processes of economic postmodernization or informatization have been endured for the past twenty-five years. The core element of the current phase of capitalist postmodernization is the domination of services and information. The term "services" embrace a large scale of activities from health care, training and education to transportation and entertainment. The scale of information that is now available transforms the nature of human being. High mobility and involvement of flexible skills are two features that unite the jobs of postmodernization and informatization period. Furthermore, the central role in all these jobs is taken by knowledge, information, communication, and affect (Hardt, 1999).

The changes in economy lead to a change in a nature of labor. Even if most services are based on knowledge and information, they still produce some good. The labor that is involved in this production is called immaterial labor. Such immaterial labor produces immaterial good, for example service, knowledge, or communication (Hardt, 1999). And immaterial goods steadily gain the importance in a modern society.

Situating my master's thesis in a framework of a contemporary situation of global postindustrial economy and immaterial labor is important to understand the company that I study. It is a change consultancy company that is based in a capital region of Finland. The main products of the company are the workshops that are held for client organizations, communication between consultants and clients (both during the workshops and individually, face-to-face and online), and changes that occur in clients' performance at work as well as in their minds. Human contact and interaction are the core elements of the company business.

Change consultancy industry is a form of immaterial labor, saying more precisely – of affective labor. This labor engages both rational intelligence and feelings (Clough & Halley, 2007). The products of this labor "are intangible: a feeling of ease, well-being, satisfaction, excitement, passion – even a sense of connectedness or community" (Hardt 1999, 96). Creation and manipulation of the affect is in the heart of this type of labor. I understand the term "affect" as the human emotion, embodied meaning-making. This understanding is based on social theory, cultural and media studies.

What is interesting about my research of change consultancy work is that while studying the organization and its media use, I combine the theories that are coming from the fields of

sociology, media and cultural studies – the technology domestication theory and the affect theory. Human contact and interaction might be both actual and virtual. The nature of human interaction in the time of global informatization cannot be fully seen without considering new media technologies as a part of it. The definition of new media technologies changes daily. By new media I understand all the content that is available on the Internet and that is available and accessible from any digital device. The main characteristics of new media technologies are interactivity and creative participation. New media does not include paper-based publications, feature films, television or other forms of traditional media, unless they have digital interactivity.

Commonly the technologies are seen as tools to support the work. However, as far as the work is affect making by nature, the role and use of technologies get new angle – it also becomes affective, not only practical. In my work I study how the workers of change consultancy industry adopt new media in their work. The concept of domestication is used in this research to study the new media technologies use in a company that is focused on the creation of affects. The domestication theory views the user with his/her knowledge, creativity and lifestyle to be crucial in finalizing the concept and use of the technology. Therefore, this is a qualitative research that has a focus on people.

My master's thesis is a qualitative study. The data were collected during four month participant observation inside the company. In addition, nine semi-structured interviews were conducted to get a change consultancy workers' view on their use of new media at work and compare it with the data obtained through the observation.

1.1 Change Consultancy Company Based in a Capital Region of Finland

The company of my research is a privately held company that specializes in change consultation and training. It was established in the year 2007. There were nine workers in the company at the time I was doing participant observation - CEO and owner of the company, consultants (trainers) project managers and a sales manager. Company has developed know-how on how to execute changes, what kind of changes and by whom they should be managed in a framework of the client corporate culture. The mission of the company, as it is stated by company members, is to transform the change itself. Consultants work with the human skills – skills of people who work in client organizations. Understanding, willing, and committing

of workers as change forces are an aim for consultants, they deliver the understanding of what is needed in any kind of change context. Consultants provide knowledge on how to lead people in general, as well as in sales and customer service. They inspire clients to believe in their possibilities to change anything they want for the better (Kakabadse et al 2006; Nuorkivi 2009).

The role of consultants, as they generally admit, is to design the process of thinking differently and acting in a new way. Consultants call themselves differently, depending on how they see their role in facilitating the change process – consultant, consulting expert, change designer, change facilitator, trainer, and coach. I will use the word "consultant" as an official name of workers of the change consultancy industry. Management consulting, organizational development, innovation management, organizational learning, strategic thinking, workshop facilitating, team leading, leadership development, behavior styles, personal strategy, public speaking, development of communication skills and interaction, development of feedback and interpersonal skills, emotional intelligence are among the fields that consultants expertise in. Most of the consultants has experience in business and educational background in different fields - education, management, business, and law (Kakabadse et al 2006; Nuorkivi 2009).

Consultant's work aims on the future of the client company – the aim is to facilitate the actions that will guarantee that the client company will be successful in, for instance, five years time. Consultants facilitate in thinking and designing the desirable future vision and possible ways to get there. Facilitating in creating the strategies to reach the desirable future and defining the concrete actions and the ways to integrate these actions into day-to-day operations of the client company are among the duties of the consultants' work. The company of my research provides the professional training and coaching to fulfill the above mentioned goals (Kakabadse et al 2006; Nuorkivi 2009)..

Due to the ethical questions I do not identify the company members. I use the nicknames instead of real names. By the use of fictitious names participant anonymity is protected. In the table below I list the company members and their working positions. The use of the new media technologies is a corporate decision therefore the extracts from all the interviews were equally important. The order in the table is not determined by the role in the company but the alphabetic order is used. Age and sex of the company workers do not play significant influence on the results of my research and research questions. In the current study the respondents of three women and six men were interviewed. The sample demographics are as

follows: participant's age ranges from 28 to 56.

Company worker	The role in the company
Juuso	Consultant
Pekka	Consultant
Lauri	Consultant, cofounder of the company (founding partner)
Reijo	Consultant
Malla	Sales manager
Markus	Consultant, cofounder of the company
Salla	Project coordinator
Tarja	Project coordinator, sales manager
Teemu	CEO, cofounder of the company, consultant

Table 1. The company members and their working position

1.2 Finnish Media Education

I place myself as a researcher in the flow of Finnish Media Education. England and Scandinavian countries are the leading countries in the field. To bring up the definition of Media Education, I refer to David Buckingham, Professor of Education and one of the leading international researchers in the field. He defines it as "the process of thinking and learning about media" that "aims to develop both critical understanding and active participation" and that is about developing "critical and creative abilities" (Buckingham 2003, 4). Media educators concern with teaching and learning about media.

Finland is a country that makes a claim for being a pioneer in Media Education. In Finland media and information literacy (MIL) is actively promoted as important skill for every citizen

of all ages. Promoting Media Education is among the directions of national policies. The stakeholders in Finnish Media Education are, first of all, the Ministry of Education and Culture and The Finnish National Audiovisual institute (KAVI) with its Department for Media Education and Audiovisual Media (MEKU), the NGO Finnish Society on Media Education. Media are seen by governmental authorities as important for everyday life activities and personal development, in private and public life, in studies and at work. However, the field of Media Education and policies in Finland primarily focus on children and young people as a most vulnerable part of society (Finnish Media Education: Promoting Media and Information Literacy in Finland, 2014).

I work on my thesis in the University of Lapland which is among two universities in Finland that produce master's degree programs in Media Education. Master degree program at the University of Lapland is a part of The Faculty of Education. Researches in Media Education are multidisciplinary by nature and especially related to educational and social sciences (Kupiainen et al 2009). I assume that the results of my thesis are useful for the change consultancy workers as well as for the educators.

Above I wrote about the processes of economic postmodernization with its turn to services and information that have been endured for the past twenty-five years. During these years it was also a turn in Finnish Media Education from mass media to communication. The turn was provoked by computers and mobile phones and the everyday use of the Internet. The use of media became more personal and opened the possibilities for individual expression and production instead of simple consumption. It influenced on the work of the educational institutions but also on the sphere of the working life. Information and communication technologies became a part of the everyday working life (Kupiainen et al 2009).

The Finnish National Audiovisual institute (KAVI) formulates the hot topics to be discussed and studied in Media Education field: "the hot topics right now include the growing significance of media in people's lives, through trends like mobile media technologies, and the accelerating digitalization and media convergence" (Finnish Media Education: Promoting Media and Information Literacy in Finland, 2014). The authorities also admit that there is a growing need for Media Education among the adult population.

1.3 Education: Consultants as Facilitators and Clients as Learners

My Master's thesis study in Media Education is useful in the field of education and teaching as well. In modern research on education (Bransford 2000; Buckingham 2003; Potter 2013) the role of teachers is seen differently than before. The teacher is not just a "sender" of the information, but more a facilitator of the learning process – the person who organizers the learning process instead of simply transporting his or her own knowledge to students (Buckingham 2003). Teaching is in a way also a type of the affective labor. And as consultants might be seen as educators, so teachers might be seen as consultants. Therefore I believe that my work has useful outcome for the researchers in education and for the education professionals.

I myself work now as a primary school Russian language teacher in four schools in Rovaniemi (Finland) and a part-time lecturer at the University of Lapland. I teach courses "Venäjän suullinen kielitaito" (Russian language speaking course), "Venäjän alkeisjatko henkilöstölle" (Russian language course for the university staff), and I participate in organizing the Russian Culture Club as a part of the Russian language studies at the university. I use the results of this research on a daily basis in my teaching.

1.4 Research Questions

In this research I study the way new media technologies are domesticated in a change consultancy company that is based in Finland. This company is an example of the affective labor and it is affect making by nature. And I assume that the role of new media technologies is also affective, not only practical. I study how new media technologies create emotions and affects to make the work of consultants more effective and successful.

My research questions are following:

1. How new media technologies are domesticated in a change consultancy company?
2. How change consultancy workers use new media technologies to create emotions and affects during the face-to-face meetings with their clients and outside the meetings, online?

2. THEORETICAL FRAMEWORK

2.1 Domestication of New Media Technologies

Domestication is a concept within media and communication studies, studies of the sociology, consumption and cultural studies that describes acceptance, rejection and use of media technologies in everyday life. As Silverstone stated, "The biography of a specific example of a technology is also a biography of its domestication" (1994, 83). The concept of domestication has been in use for over twenty five years in European countries, most significantly in England and Scandinavian countries. It was developed from the idea that the everyday life is complex, and the adoption of new technologies within it is not simple and rational, but instead dynamic and complex. The concept of domestication supports in understanding what is happening to media technologies when they come to the use (Silverstone 1994; Berker et al 2005). The concept keeps to be applied in different research especially now when media technologies are ubiquitous in everyday life. This concept is largely used (Arnould & Price, 1993; Silverstone 1994; Valtonen et al 2010) in researches that apply qualitative methods – ethnographic observations, interviews, diary keeping, case studies.

Traditionally domestication refers to the taming of wild animals, making a wild animal to become a pet (Silverstone 1994; Silverstone & Haddon, 1996; Berker et al 2005). Now the origins of the term are often used to explain the concept metaphorically. As in earlier time people needed to cope with wild animals, modern people need to get along with new technologies. In both cases animals and technologies brought challenges and threat for people, but also brought a potential for power.

New technologies are used nowadays in a variety of environments. The majority of researches are based on the concept of domestication study as the adoption and use of technologies at home settings, in the household (Silverstone & Hirsch, 1992; Silverstone 1994; Haddon, 2011). However, new technologies are now used everywhere – on the streets, in schools and universities (even in kindergartens), in the hospitals, in the transport (one of the last innovations – Wi-Fi in planes) and at the office. And these "wild" technologies have to be "integrated into the structures, daily routines and values of users and their environments" (Berker et al 2005, 2). In my research I use domestication theory to study organization since

new media technologies have an important role in the organizational life. It enriches the understanding of the domestication approach.

As Silverstone stated, "The domestication of technology refers to the capacity of a social group (a household, a family, but also an organization) to appropriate technological artifacts and delivery systems into its own culture – its own spaces and times, its own aesthetic and its own functioning" (1994, 98). The ethnographical data collecting method gives me an opportunity to deeply understand the culture of the change consultancy company, the spaces where the work is done, the time that is spend at work, aesthetic and functioning of the comapany. And I study how change consultancy workers use new media technologies within the daily routines of their working life.

Since the late 1980s, social constructionists opened a new way to look at technology. They did not study the impact of technology on the society and individuals, but they started to study the innovation that takes place after the technology is presented to the audience, they started the journey away from media effects towards audience creativity and freedom (Berker et al, 2005). Users create new meanings around the technologies, and make the technology be meaningful in their lives. One of the characteristics of the new media technologies is a new role of the consumers who use the product. The word "user" or even "co-creator" is used nowadays. Mass audience that passively consumed the same content does not exist any more in the same way as before. The user of the new media technologies is active and influences on the design and even the concept of the technological artifacts. The theory of domestication has the active role of the user in the outcome of technology as a key point. One of the ideas of the theory is that consumers never use technology in the same way and in the way designers expected them to use it. Users often find innovative ways to use the technologies differently, according to their needs (Luomanen & Peteri 2013, consulted 23.04.2015).

The domestication of technologies is sees as successful when " the technologies are not regarded as cold, lifeless, problematic and challenging consumer goods at the root of family arguments and/or work-related stress, but as comfortable, useful tools - functional and / or symbolic – that are reliable and trustworthy" (Berker et al 2005, 3). The technologies become an integral part of the working life when they support business goals and become comfortable in use. When technologies create resistance, it is more probably due to the lack of benefits - "non-adoption of specific ICT is mainly related to the lack of professional added value" (Berker 2005 et al, 220). If there is no specific need, no useful function in the use of

technology, successful adoption would not take place - "professional usefulness is a powerful motive for ICT adoption" (Berker et al 2005, 220). If professional usefulness takes place, then the domestication will run smoothly.

New technologies also easier become a natural part of life if they are in a way familiar for the users - "professional domestication will occur more easily when an ICT is not perceived as something too innovative or extraordinary, but as something that fits into everyday work routines and practices". However, if there is a need in some features for the work and if the technology are not too complicated in use - once adopted they open new possibilities for workers - "when technological innovation gets appropriate and integrated gradually, it becomes an everyday working tool to be used efficiently and possibly in innovative ways" (Berker et al 2005, 221). Though, "these innovations have to compete with the existing technological culture, use, patterns and routines in the business" (Berker et al 2005, 221).

The consultancy organization that I study is based on the idea of change and innovation. According to Mark Dodgson, David Gann and Ammon Salter, "firms innovate in order to generate products and services which customers want to buy at price levels that maintain or improve competitive positions" (Dodgson et al 2015, 12). Therefore, the organizations cannot count on utilizing routine practices to be successful. Instead, they need to be innovative.

Shove and her fellow researchers mention the trend in recent research of organization and innovation "to explore the parts of "end-users" play as collaborators, experimenters and co-producers of innovation in product or systems design" (Shove et al 2012, 11). The main idea is that "using is itself a creative and innovative process" (Shove et al 2012, 11). These ideas are similar to the ideas of the domestication theory. Having the idea of implementing changes into organizations as a core idea change consultancy organization can provide evidences for domestication theory.

2.2 Affects and Emotions

Different approaches exist in academic studies of business consultancy, the role of consultants, and consultant-client relationship. At the beginning of the 21th century there was a so called "emotional turn" in studies on business consultancy. Some researchers (Stapley, 1996; Lundberg & Young, 2001) talked about "taboo" on emotions in consultancy – emotions

were not discussed as if they did not have impact on managing change processes. However, according to Lundberg and Young, "turning emotional distress into positive organizational action, even excitement, after all is what consultants really are all about" (2001, 537). Excitement that might occur as a result of interaction between consultants and clients is an example of an affective reaction that takes place in the training industry.

In my research I refer to the concepts of affects and emotions. I follow Margaret Wetherell, a professor in social sciences and social psychology, and her overview of recent developments in emotion research (2012). Wetherell does not distinguish affect and emotion and in her recent research she only uses the term "affect". In my research I also use this approach. My understanding of the term "affect" is also based on cultural and media studies understanding and on social sciences (Ahmed, 2004; Clough & Halley, 2007; Seigworth & Gregg, 2010; Blackman & Venn, 2010; Wetherell 2012).

Margaret Wetherell defines affect as "embodied meaning-making ... something that could be understood as human emotion" (Wetherell 2012, 4). The interest is framed in an attempt "to understand how people are moved, and what attracts them, to the emphasis on repetitions, pains and pleasures, feelings and memories" (Wetherell 2012, 2). This approach focuses on the moments of kindness and feeling good, happiness and excitement, as well as distress and disgust, sadness and feeling bad – "interest in affect opens up new thinking about… mixed and ambivalent phenomena such as reluctant optimism, intense indifference, or enjoyable melancholy" (Wetherell 2012, 2). However, the tracking of affects is not an easy aim. According to the researcher, "affect is located, takes shape in the moment, and is always situated in some immediate context" (2012, 25). In other words, it is important in what situation, in what context affective reaction took place.

Phillips & Jorgensen in a chapter "But What About Reality?" also talk about affect, not naming it in that way. They write about a range of different dimensions - "these dimensions include experiences, feelings and the body, the material world and people's actions" (Phillips & Jorgensen, 177). In studying change management consultancy, it is important to analyze these dimensions as well.

In their works Reddy and Wetherell analyze phrases like "I feel angry", "I feel happy". Reddy gets the critique from Wetherell, who argues that in real life situations people rarely say something like that. Instead, discursive-affective meaning-making happens "through

formulating evaluative versions of events and other people's words" (2012, 72). The affect can be tracked without description of the feelings. Feelings and emotion, in fact, are social acts that take in affective-discursive meaning-making. Affect is a product of social event that is generated during the contact between people. Even when people think on their own, they are connected to others in their thinking (Wetherell 2012).

The most of the recent cultural studies research on affect has investigated bad feelings – disgust, shame, fear, hate and so on (Sedgwick and Frank, 1995; Miller, 1997; Ahmed 2004). I will concentrate on the "positive affect and the politics of good feelings", as Sara Ahmed states it (Ahmed 2010, 30). Ahmed has a research about the happiness as an involving affect. Ahmed offers an approach to think about affect as "sticky". According to Ahmed, "we judge something to be good or bad according to how it affects us, whether it gives us pleasure or pain" (Ahmed 2010, 31) Objects that affect us positively stick with us, and we move away from the objects that we do not like and that affect us negatively (Ahmed 2010).

The training industry contributes to the affective labor. I study the positive affects and emotions that are the aims of the change consultants – sense of management involvement, commitment, support, enthusiasm, enjoyment, engagement, satisfaction, and fulfillment. The role of new media technologies, as I claim, is to support consultants in the creation and maintaining of the positive affects.

3. DATA AND METHODS

3.1 Data Gathering Methods

3.1.1 Ethnography (Participant Observation)

This master's thesis is a qualitative research. Data gathering methods that are obtained for this study are organizational ethnography and semi-structured interviews as an important part of it. My role as a researcher during conducting ethnography was a participant-observer. The research questions of this study are "how"-questions. The ethnography as a method allows me to observe how new media technologies are involved in change consultancy work life. The interviews were conducted to compare my observations with the view of change consultancy workers on their use of technologies at work.

Traditionally ethnography associates with long-term field research observing of the particular group of people. Researchers lived and worked for many months or even years inside the communities they studied. In the twenty-first century ethnography became a popular qualitative approach used in a variety of disciplines – sociology, education, marketing and media studies, business and organizational studies (Neyland 2007; Silverman 2010).

David Silverman at the glossary in his book "Doing Qualitative Research" defines ethnography as "social scientific writing about particular folks" (2010, 434), and earlier in a book writes that "ethnographies are based on observational work in particular settings" (2010, 49). As a researcher I had an opportunity to spend four months in organizational settings and conduct ethnographic data. Having a chance to be presented in the company as a trainee and a researcher allowed to understand the processes that were going on in a company – to really "understand a group of people, one must engage in an extended period of observation" (Silverman 2010, 49). Ethnography as a qualitative method of observing has a focus on people and their everyday life. Researches study what people think, what they believe and what they actually do, they try to understand and analyze people's experiences, practices and routines. Ethnography focuses on observing people's behaviors and actions. Ethnography demands a researcher to be skillful in watching, listening and interacting with people in their everyday life, having in mind the research questions they yield to answer (Neyland 2007; Silverman 2010).

Participant observation is an integral part of ethnography. Doing participant observation,

researcher goes into the field to understand beliefs, values, and interests of the informants and to get to know their interpretation of everyday life and activities. While conducting participant observation, researcher listens to conversations, asks questions, watches what happens and documents the thoughts and ideas that can provide descriptions of a learned phenomenon. Developing closed trustful relationships with a group promise better results of a research (Neyland 2007; Silverman 2010).

Gaining access to the group is a challenging starting phase of a research process. So it is important for the researcher to be "a nice person to talk to" – to be talkative, friendly, enthusiastic, curious – to make people want to be a part of the research. Informants will communicate and answer the questions more openly and honestly to the person they like. It is important to make a group of people feel involved into the research, to get the interest in the research and to get a desire to be useful and helpful for the researcher. It is possible to make people be enthusiastic about participating in the research only if the researcher himself is open and enthusiastic about the research topic and if the researcher can explain why this research is interesting and may be even how the informants might benefit from the research, what is the importance of the research in their life. The final results of the research might be influenced by sex, ethnicity, clothing, hairstyle, facial gestures of the researcher, even the labels of the devices that researcher uses for documenting. So researcher needs to think through all that regarding to the group under observation (Neyland 2007; Silverman 2010).

From the time the researcher got access to the field and was introduced to the researched group and developed the trust relationships, common goals and interests, he or she needs to choose the focus of the study and observations and learn to document both descriptions and interpretations. Also it is then the time to negotiate the involvement to the field – to negotiate how much can the researcher be involved to the group – in what events can take part, to what documents can have access, to what online systems have access, how much time can spent with the researched group (Neyland, 2007). In the subchapter "Ethnographic Strategy" I describe in details my experience as a researcher of entering the field.

According to Bonnie S. Brennen, there are four major types of the participant observer – "complete observer, observer as participant, participant as observer, and complete participant" (Brenner, 2013. P. 164). *The complete observer* does observation from a distance, does not interact with the researched group or community, and sometimes even uses tools like binoculars or video cameras. *The observer as participant* is involved to the group that is being

observed but keeps distance, does not actively participate in a group everyday life and activities and does not stay long with them. *The participant as observer*, in opposite, is fully involved into the community, participates in activities, adopts values and interests of the group and has a role of the insider. The difference of the observer as participant and of the participant as observer is that the field notes of the first one focuses more on what is seen rather than what is experienced by the researcher. Instead, the participant as observer takes detailed field notes about his or her experiences and observations. *The complete observer* abandons his or her research role to integrate into the group or community (Brenner, 2013).

I used the method of ethnography to observe a group of people and interact with them in the environment where they work. I have chosen the role of the participant as observer that allowed me to participate in a company every day routines, watch what was happening, talk to company members and listen to them, ask questions and get the answers, collect artifacts, participate in workshops for clients, talk to clients, evaluate my work and thoughts as a trainee. All the company members were informed about my role as a trainee in a company.

The period of negotiating the access to the ethnographic group was very important in understanding the need of the company, formulating research ideas and questions, creating of the research strategy, getting the trust with the people under observation, planning. The first days in the research settings and the time before it gave significant data because everything was still new for me as a researcher. The first meeting with the ethnographic group took place during the first days and it was an important moment to introduce myself as a researcher and to present the researched topic. A part of the data collected during the time I was presented at the office of the company. I listened to the conversations, participated in the meetings, talked to people, observed the use of new media in the everyday use at work. I also interpret the data collected during the workshops of the company, the time when I met the clients of the researched group and observed the consultants in action – having the face-to-face contact with the customers. I observed how new media were used during the workshops and how consultants used new media to contact the clients outside the face-to-face meetings. It opened up the phenomenon of the "reminder" – the way to support the emotional state of the clients during the time when they are back to the everyday working life routine after the outstanding experience that they got during the workshop with the consultants.

I gained trust and acceptance by being present in a company on a regular basis and by participating in everyday practices and activities. Being at the office regularly also provided a

richer understanding of the processes and the interactions involved. I reflected on the observations and wrote field notes. These field notes included details about my thoughts, people, interactions, and scenes observed and participated in. I kept detailed field notes throughout the whole observation process, recording my interpretations of what I saw and heard. My field notes include information about the dates, time and location when and where observations took place, description of the physical spaces. They also include information about the people I observed – sex, ethnicity, age, backgrounds, even style of clothing. I described the everyday life and activities at the office and during the seminars that I participated in. I recorded patterns of behavior, interactions, verbal comments and non-verbal communication. Also my field notes content my reflection on the research process.

In addition to traditional methods of ethnographic data collection, I also used new ways to collect data. I actively used new media technologies when I was observing. The smartphone was an easy tool to use. I used audio recording application to record the interview, note-taking application to create electronic field notes, smartphone's camera and photo and video editing application to get the visual data, mood-tracking application to track and identify emotions, blogging software to create blog posts to share with my research supervisor and fellow students about the research process. My research is dedicated to the idea that new media technologies support in creating and maintaining emotions. I wanted to see if the data that was collected using new media would help me as a research to refresh my memory, to remember the ideas and feelings that I had during the observation period, and if they would help me to maintain the enthusiasm about the research topic after the time of observation.

"Evernote" notes are among the ethnographical data collected with the help of new media. "Evernote" is a note taking online software. The amount of "Evernote notes" in total is 23. They consist of my observational notes, mind maps, pictures, and diaries. It was useful in the situations, when I wanted to make some notes but didn't have a paper with me. However, I used to have smart phone always with me during my observation. So I wrote to the Evernote application some short notes about the upcoming ideas. There is also a function to take a picture and include it to the note. So it is possible to include some image that will support the idea. Or, for instance, I was surfing the Internet in the buss committing to the office. When I found an interesting article – I shared it to my Evernote account (it is a function to save a web page as an Evernote note) and wrote a comment what is interesting in this article in connection to my research topic. And it is also a part of the data.

The data also include blog posts in The Practical Training blog of Media Education (http://meptb.blogspot.fi/2012_10_01_archive.html). I have created two posts – in October and December 2012 to report on my training experience to my supervisor and fellow students. These blog posts are also used as a part of my data. It is my reflection on the experience as a researcher and trainee.

My data are also stored in my account of the application "Vojo". The instructions to use the app are following: "whenever something meaningful happens, just snap a photo, write a short note, and identify feelings felt in the moment" (from the app's "info" on the App store). It is basically what ethnography is about. It is a unique way to get data for the ethnography. That is a software that aims to record the personal meaningful moments. Unfortunately, I have not realized how powerful this application is during my data collecting process. I have only ten Vojo "stats" connected to my training. But two years after I am back to them – they create such strong feelings, excitement, and it is a burst for the memory. This application was created in Finland and it does not exist anymore. But there is a number of similar applications that are now available, mostly in the "Lifestyle" app store category. In the Appendix III there is an example of my Vojo stat and the comment on the content of it.

The data analyzing process was time-consuming for me, it took two and a half years. However, when I returned to my data even two years after the observation time – I listened to the interviews, watched pictures and video, opened the mood-tracking application, and I felt like I have just recently been at the office of the company, on the workshops, on the meetings. The value of the data collected with the new media, is important in a way it refreshes the memory and the emotions that I had back to the observation period.

3.1.2 Qualitative Semi-structured Interview

As a part of the ethnographical study, I have conducted semi-structured interviews with the members of the change consultancy company that is the company that I study (Silverman 2010). The interviewees included all the members of the company – CEO, consultants, project managers and the sales manager. There were nine interviews undertaken – the number of the workers in the company at the moment when I was conducting participant observation. Interviews were held at the office of the company and ranged from 40 minutes to one hour in length. All the interviews were conducted by me. Interviewees were informed that data will be

used for my master's thesis and that the anonymity will be provided. The interviews were carried out in November and December 2012. One interview was undertaken in April 2012 not in a research purpose but due to the time arrangements between the researcher and the interviewee. That time gap does not have a considerable influence on the results of the research.

Interviews were conducted at the office settings. Interviews were taken in order to understand workers' experiences of the use of media in their work. The interviews included what? and how? questions and topics covered included personal stories of using media at work life, personally important experiences and their meanings, relationships with the others at work and etc. The interviews were conducted at the end of my training time, in the end of four months observation period. I used an interview guide (Appendix I) which had questions that needed to be asked. The interview guide had various open questions which were aimed at collecting qualitative data. The interview guide had 5 sections with 3 to 5 questions.

 Section A includes 3 questions about the place where consultancy company members do work and about the time they spend working. And this section seeks to the reflection on how new media influence on their working space and time. Section B aims to discuss the experience of using new media. The first question starts with "How do you feel…" formula. All the questions of this section concern the reflection on their own feelings and emotions, good and bad experiences. Section C of the interview guide has more specific questions on media use, devices, software and platforms. And it ends with the question that was inspired by my participant observation – the difference of media use among the company workers. Section D has questions aimed at the discussion on communication between coworkers and between the company and the clients. Section E aims to get the feedback on the specific examples of new media use. During the interview I showed to interviewees on the laptop the materials that were created for clients after the workshop with the help of new media and they commented on it.

The purpose of the interview guide was to remind me of the important questions that I have planned to ask. The interview was more like an open discussion and the interview guide did not restrict me on the questions. The interview guide is attached in the Appendix I of the thesis.

I analyzed the field notes and the data of the interviews. Pseudonyms were used throughout and all potential identifiers were removed. After each interview was separately analyzed, all interviews were related to each other and to the field notes that helped me to draw out common patterns and concepts along with theoretical implications (Arnold & Fischer, 1994; Spiggle, 1994). A list of themes were developed and supported with data.

In the chapter "Results of the Study" I discuss my key observations, select suitable examples for further commentary and provide explanations. I use relevant concepts and theories to interpret observations. These interpretations are needed to create the meaning of the material that was collected. The interpretations are theoretically supported. In the chapter "Results of the Study", direct quotes from the interview were provided to support the ethnographic data. I also gave my interpretations.

3.1.3 Ethnographic Strategy

My ethnographic research has started from negotiating access to organizational settings. The first contact with the company I had via email. I was presented as a researcher to the cofounder of the company Markus by the third person. Markus was interested in having me as a trainee in a company and advised to contact him personally via email, but he warned that it is better to do it as soon as possible and write as good email topic as possible. The reason is that he gets "tons" of emails a day and he does not have time to open them all. If the email topic attracts his attention, there are more possibilities that he opens it to read. And the sooner he gets the email, more possibilities that he remembers the conversation about the practical training and then, as a result, there are more possibilities that he will react on that email. I have written an email the same day with a topic "The practical training of media education", so I got the email back. To present myself as a scholar and to present my field of Media Education (that is not well known yet widely in the society even in Finland, even though Finland is one of the pioneer countries in this field) I have written the following– *My Master degree studies include such topics as media education, media culture, media literacies, learning environments and the possibilities the Information and Communication Technologies (ICTs) offer for teaching, studying and learning"*.

Markus got interested in my candidate, and we have agreed to meet face-to-face. This face-to-face meeting was held at the office of the company, and it was about an hour in length. I have presented the field that I study in the University of Lapland and asked about the possible

research topics related to Media Education field that the company is interested in. The aim was to discuss also what might be of use to the company being studied.

The use for me as an ethnographer was to explore the organization in my own purposes. I had a vision about the connection between Media Education and working life before I came to the interview. I came with the understanding that *Media Education is about developing critical and creative abilities* in regard of using new media. I thought that technologies play a big role in a current business environment and can act as instruments to increase effectiveness. I wanted to study the attitude of business workers towards new media and the way new media can help to improve the workflow. I thought that self-assessment is needed to be done by the working people, meaning that people have to be critical towards new media that they use at their work so that new media would work for them and not against them. I also wanted to study media instruments for effective collaborative work and to study the way media technologies maintain and support relationships within the organizations and between companies and their clients. The strong qualities of the technologies are the possibilities for interaction, access to information and constant availability. However, inappropriate use of technologies can slow down the working process. I wanted to explore the possibilities new media offer to open the potential of individuals / workers. By that time I have already had an idea that technologies might help to make thinking visible. I knew that nowadays work is challenging and demand skills. I wanted to explore the modern working life and the role of technologies in it.

Markus told about the improvements that are needed to be done in the company and that are connected to my field of study. And we agreed to get back to these ideas in September when I start my training. In the end of the meeting Markus asked me – "how do you feel now?" I felt excited, enthusiastic and a bit worried about the work I had in front. It is important for the ethnographer to monitor the feeling and thoughts. And it is easier to do when you study the group that considers feelings as important. After the interview I have started to develop an ethnographic strategy that would orient the study as it progresses. I aimed to have long-term ethnographic observation with great access to the field and close engagement with members of the company. My field notes starts from this first interview with Markus.

A week before the first day I have got one more task from Markus: "If you have time to do some research this week and get information that what are the most typical e-learning softwares (like top 3-5) in the market and some details (max one powerpoint slide per software) or good things about each one of them. And if you can find information are they in

business use, or only schools." (email "One more change", 4.09.12). This email has ended with the following sentence: "I am so sorry, that I was not well enough prepared to help you out in the beginning. But from next Monday on we will make it *fun and meaningful*!" (email "One more change", 4.09.12). These are important adjectives that describe the company that I have started to observe. They want the working process to be *fun, but at the same time it has to be productive and meaningful.*

My first day at the company was on 10th of September 2012 – Markus reserved two hours in the morning to meet me. And on the afternoon of that day I participated in a company meeting. It was a good opportunity to meet everyone and to present my work and research. It was a day when I have got an access to the field and met the group of people I aimed to study. It is stated that "the longer the ethnographer remains in the group the more things, activities and people begin to seem familiar. Initial stages of ethnographic fieldwork are thus most likely to reveal most about the organization and provide the moments where ethnographers find it most straightforward to treat the setting as strange" (Neyland 2007, 18). So I knew the first days of my observation were important and I aimed to get a lot of data during them.

I also needed to develop my observational skills. That was not so difficult due to my educational and working background in journalism. Taking notes, talking to people, observing are the skills that should be well developed in a journalist work as well as in an ethnographer work.

On the first day my aim was to go into details on my ethnographic strategy and to decide on practicalities – what kind of access I will have to the organization, how I will observe and record, and how I will present the results. In other words, I needed to discuss the details – where can I sit, what tasks will I have, how much I can be committed to the work of the organization.

I had a decision to make – the way of observing. I decided to use both traditional and new digital ways. I used the paper notebook to write my field notes. I also created an account in Evernote – note taking platform. I took pictures, made videos, collected artefacts, made interviews and recorded conversations that took place in the settings. I have got an iPhone from the company to use during the training time. I also had access to organizational activities that occurred on the Internet. Visual materials such as photos are important for my research as

a tool to strongly support field notes.

The most important result that was achieved on that first day was a decision that my focus would be on the workers of the company and their use of technology and not on the clients. It does not mean that the clients are out of my interest, but my observation is focused on the company members and the clients are addressed from the way company workers talk about them or from my data and they are analyzed on this basis.

The second major achievement of the first day was meeting the people I study. It was important as a starting point in establishing relations with them. I was from the first day taken as an active member of a group and from the first day got a closed involvement with members of the ethnographic group. Establishing the trust was the main aim that I focused from the very first day. The ground for trust I saw in the mutual exchange of the useful information. I presented myself and my study, told about my field and about the use of my research for the company members.

On the first meeting the questions about corporate culture of the company were discussed. So that I had a chance to understand on what values and ideas the company was based on. My position as an ethnographer from the first day shaped as an "insider" and not an "outsider". I was fully engaged into the everyday life of the group I studied. I was "in" the organization.

I have been also asked to share my view on the cultural strategy. I have talked about the communication as an important part of the cultural strategy – the way company members communicate with each other and with their clients. I claimed that the company needs to think through that question – is communication effective enough and does it support the work process and does the communication culture of the company answer the development of new technologies.

When I applied for my training place and first thought about the research topic I was interested in using technologies at the work place in general and in taking benefits for the work from the devices at hand – devices that are already in everyday use such us smart phones. During my first days at the office I did observation and tried to narrow down the scope of my research interest. I also had informal conversations with the company members to find out how they see my role in the company. Still, on the first stages I observed everything that was connected to the use of media and talked to company members quite

broadly about media use.

Analyzing the data, I concentrate mostly on the creative use of media at work. I do not concentrate, for instance, on the ways the company manages the working calendar or finance and billings with the help of new media technologies. Instead, I concentrate on the ideas sharing between workers and on their online communication with clients. However, my data content the practical use of media as well.

It was also decided with Markus that I will concentrate my attention and research on one ongoing long term project. It was planned that on 3th of October I would attend the first workshop with clients. That project was just on a starting phase when I came and was supposed to last all the time of my observation. The client of that project was an international company with the head office in Finland. It was a relevant project for my research due to the few reasons. First of all, English was a working language in that project. Then, the long term of the project allowed to collect broader data. And also there was a need in innovation for better customer experience. This need especially connected to the new media because it was a need in communication with clients during the time when there is no face-to-face contact between consultants and clients.

I had about three weeks to spend at the office, observe, narrow down my research interest, and collect the data before I went to the first workshop with clients. Observation of the everyday office life is an important part of my data. It is mostly answer to my first research question - how new media technologies are domesticated in a change consultancy company?

Office of the company is a place of meetings for the change consultants but they do not stay at the office during all their work time. However, project coordinators do stay at the office and are in charge for organizing the process and managing finance. Twice a month the meeting of the company is held at the office when the current issues are discussed along with future planning. I observed the daily life of the office and the interactions among the workers as well as interaction between workers and clients. I tried to communicate with everyone regularly but it also depended on the amount of time the workers spent at the office. Due to the reason that I had a focus on one specific long-term project, I interacted more with the workers of the company who were involved into that project and held the workshops with clients within that project.

I stayed most of the time eight hours per week day at the office during the whole observation time. Mainly I did upcoming tasks (such as filling the survey answers into Digium survey software, searching for inspiring pictures for workshop presentations and materials and etc.) but also testing platforms, designing and experimenting new ideas. I also took part in company meetings. And I did observation during all time.

3.2 Data Analyzing Methods

The method of ethnography was chosen to be a method in both collecting and analyzing the data of that research. I claim to seek for the validity in description of the company under my study. In my research I focus on "explicating the unique, idiosyncratic meanings and perspectives constructed by individual, groups, or both who live/act in a particular context" (Cho & Trent 2006, 328). Participant observation is supported by interview data.

The interviews are the data with meanings that research participants being studied construct. These meanings are unique and valuable, but the whole understanding of the reality might be achieved in a certain context – "understanding of participants' worldviews under study may be insufficient without situating meanings in context " (Cho & Trent 2006, 329). And that context in a certain time is what ethnography as a method brings to the research. To combine participants' "worldview" with the data collected ethnographically, researcher's "prolonged engagement" is required. And that is what I as a researcher achieved by being presented for four months inside the company. Cho and Trent in their article give two main criteria for the validity as a process in description (Cho & Trent 2006, 328) :

> *(1) The extent to which data are descriptively presented; as Wolcott (1990: 129) would say, "let readers "see" daily life for themselves;", and, (2) the researcher's competence in making sense of the daily life of his or her participants*

Transcription of the interviews was a time-consuming process that took a lot of efforts and patience form me, but allowed to start thinking about the ways of analyzing the data. The next step, as usually for other qualitative methods, was coding. The transcripts were read and reread with the objection of identifying *themes* (Phillips & Jorgensen, 2002).

Identifying themes is the form of coding where text fragments are placed in categories – "the

aim is not only to identify themes that derive from the theoretical frame but also to be opened for new themes that can be found during the interviews or during the reading of them" (Phillips & Jorgensen 2002, 124). Analyzing process is a process of identifying different themes, understanding how they develop, looking for examples from the interview and "naturally occurring" material, rejecting some themes and developing new ones, analyzing systems of meanings and connecting them to reality.

The chapter "Results of the Study" largely "consists of extracts of the transcription and detailed interpretation that identify patterns in the material" (Phillips & Jorgensen 2002, 126). The challenge for me as a researcher was to be objective to the research material despite the formed attitude about the functioning of the company, including relations within it, and despite the fact that people that were interviewed are one of the target groups for the research results.

These are the validity criteria that I try to achieve doing ethnography. I describe the phenomena due to prolong engagement into that phenomena and knowledge of daily life (that is my personal interpretation and assessment of experience), and while analyzing interview data I find out how people under study interpret phenomena.

3.3 Ethical Questions and Validity in Qualitative Research

As I do the qualitative research, having human beings in the center of the attention, the discussion about ethical questions and validity is relevant before I move the results of the study. Such research methods as ethnography and interviews lead to the ethical questions and vulnerability as human subjects are central in the research and the trust between researcher and participants is preferable to be achieved. In my research the company that I study is a small business company and the working life of nine people of that company. Participant privacy, anonymity and confidentiality were guaranteed to the research participants. This trust and commitment feelings support the researcher in getting the deeper understanding and broader visions because participants are more open but also demand the researcher to be responsible for the results of the research and be sure that they would not hurt the feelings of the people who agreed to be involved into the study and that the results would not have any negative influence on the life of the participants (Cho & Trent 2006).

It is important not to harm the participants of the research. As I have spent a considerable time

(four months) in a company, it was easy for the members of the company to forget that my purpose was to watch them and to study their everyday life by interacting with them. So it was important to remind about my research goals. I also learned some private information of the group members because I stayed with them eight hours five days of the week. So in my field notes I needed to filter the information that is needed to my research and that is not. And if the information is important for my research, I need to make sure that reflection on it in the research rapport would not make harm to the research participants. I also do not identify the company members. I use the nicknames instead of real names. By the use of fictitious names participant anonymity is protected.

In addition to the ethical questions, the validity in qualitative research should be discussed. In a traditional understanding the term "validity" refers "the degree to which researchers' claims about knowledge corresponded to the reality (or research participants' construction of the reality) being studied" (Cho & Trent 2006, 319). In such qualitative method as ethnography where the reality is described by the researcher and the view of the researcher on the reality is the major data of the research, validity is especially important to mention and keep in mind. The reality that is presented in the study is the reality that was constructed by me as a researcher with my own biography, cultural background, values. And that all influence on my interpretations. Though I as a researcher aim to be objective and base the research on facts, the research presents my understanding of the reality. The ethnographic data that are gathered for the research are based on the details that were captured by my attention. Another researcher, having the same topic and the same research questions, would most probably capture and display some other aspects of the phenomena under study (Cho & Trent 2006).

The researcher, the researched and the collected data form the "bio system" that is "aimed at achieving a relatively higher level of accuracy and consensus by means of revisiting facts, feelings, experiences, and values or beliefs collected and interpreted" (Cho & Trent 2006, 321). Interpreting feelings and experiences is a specific research work that requires the researcher to be clearly presented in the research; however, "researchers' construction of realities will inevitably be reconstructions, interpretations" (Cho & Trent 2006, 323). My task as a researcher is to be accurate and honest in my reflection of reality that might at the end lead to the research credibility and transferability and to the credible and effective findings of the research. On that way, misunderstandings between the researcher, the researched and the collected data might take place and influence on the results. However, that is how the research process works, and it might arise the topics and ideas for the further discussions in the

research world. For me as a researcher it is important to be aware of the validity problem and be self-reflective, especially on the phase of data analyzing and interpreting the data into the research results (Cho & Trent 2006).

It is also important to mention the language issue during my observation work. The main working language of the company was Finnish. The following data is taken from one part of my field notes – from my blog post that I have written as a part of my training work:

> *Language is a challenging issue that I face during the training. All the company members do speak English. And that is the language they use to speak with me at the office about work-related issues and when we just chatting during the lunch break. But during the company meetings the language in use is Finnish. I try my best to understand and even participate in the discussions. I understand the topics in general but don't follow the discussion so well. But if we discuss my tasks or ideas, we change the language into English. And after each meeting I get the meeting memo to my e-mail. It is also in Finnish but I can take my time to translate and to understand. The workshops that I have participated in were held in English because the client company has offices in different countries and English is their communication language. So I manage the language difficulties but at the same time I feel a strong need in mastering my Finnish skills. I would complete the task faster and will have a wider range of tasks that I can do.*

> (Blog Post. The Practical Training Blog of Media Education. 25.10.2012.
> http://meptb.blogspot.fi/2012_10_01_archive.html)

Though I would name the language as a limitation of the research because I could have misunderstood some information during my observation and the people I observed could not always express their thoughts in a way they would do it in their native language. Although, I would not consider it as a serious limitation because English language is highly used in business in Scandinavian countries.

In the chapter "Results of the Study" and in describing the entering to the field I sometimes use the Finnish language words if Finnish was used in my data. In these cases I give my own translation in brackets. A big part of the readers of my research are people who have Finnish

as a mother tongue. That is why I see it to be relevant to use Finnish words if they have been documented by me.

As I mentioned in the Introduction chapter, due to the ethical questions I do not identify the company members. I use the nicknames instead of real names. By the use of fictitious names participant anonymity is protected. When I have started the observation inside the company, I informed all the company members about my research, and by my own initiative I promised them the anonymity.

4. RESULTS OF THE STUDY

4.1 Use of New Media Technologies During the Face-to-face Meetings with Clients

4.1.1 Creating the Needed Atmosphere on the Workshop

Projects of the company are divided into two different types. The first type is short term projects that might consist of one topical meeting of consultants with a client. Another type is long term projects. They are organized differently - consultants lead the company to create a new strategy and to set up some goal that takes time to achieve and includes long-term cooperation between consultants and the client organization. Usually these projects consist of a series of meetings with the group of clients along with the private meeting of consultants with the top managers of the company, consultants' observations within the client company settings and the interviews. During the workshops new media technologies are not used intensively. However, the way they are used supports in creating the unique working atmosphere and environment from the vey beginning.

During the period of my training and observation I have taken part in three big workshops. The first and second workshops were held in Finland on the 3rd and 18th of October 2012 respectively. The third workshop I observed was held on 21-22nd of November 2012 in Norway. All three were a part of one company's long-term "strategy" project**.** It lasted for 150 days – it was considered as a suitable period of time to apply a new strategy and to fulfill the goals. My main duties were observing and taking notes. I took notes for few purposes. I aimed to write memo of the meeting and to create a "reminder" for the workshop participants. I will talk more about the "reminder" phenomena further in my writing. Also, I aimed to collect data and ideas for my research.

One of the main goals of the first workshop was to talk about the corporate strategy – mission, vision, values. It was a beginning of the "transformation journey" for the client company. On that workshop I was asked to be an interpreter from English to Russian for the client who did not understand English well enough to be able to participate in a workshop. It has limited me from taking field notes but allowed to be really involved into the workshop and workshop practices, to be inside the small groups of the clients, to feel the atmosphere.

When I entered the workshop space, it was music on there – the popular and energetic radio songs. I felt nervous entering for the first time the workshop settings but the music made me feel enthusiastic about upcoming event and happy about the fact that I have got an opportunity to be there. Sara Ahmed writes in her research on happiness about her own experience, "Sometimes I arrive heavy with anxiety, and everything that happens makes me feel more anxious, while at other times, things happen that ease the anxiety, making the space itself seem light and energetic" (2010, 37). I could see the workshop participants felt the same way - relaxed. According to Sara Ahmed, "in feeling happy, you direct the feeling to what is close by, smiling for instance, at a person who passes you by" (2010, 33). Workshop participants smiled, talked to each other, and greeted each other friendly. When the participant is entering the room where the music is on, he or she feels the atmosphere that is different from the every day working life. However, there are people around whom the manager is used to see at work, they are dressed formally, and it is a morning of the working day. And that is the moment when the positive affect of involvement occurs. According to Wetherell, affect is always located and situated in some context. She claims that situated affective activity "include not just humans and their particular psychologies and histories", but "extends to encompass objects, spaces and the built environment" (2012, 88). For the creation of the affect during the workshop everything is important – the personality and the background of consultants and clients, the environment that is built by consultants, the space and the objects in it. And consultants use new media technologies along with other objects to create the needed environment and atmosphere.

Turning on music (using new media platforms such as Spotify) before, during or after the workshop is one of the ways of using new media technologies. The body reacts on the music because it is different from what the managers are used to feel during the working life time. It supported in creating less official atmosphere, the atmosphere that was different from the office daily life. The music is associated with the leisure time, happiness, love, fun, joy (Darnley-Smith & Patey, 2003). The workshops are aimed to make people think outside the box, communicate with colleagues in new ways. In the following extract Lauri reflects on the atmosphere during the workshop and the way it is created.

> Lauri: *"Showing video, for example – we don't do it so much. Nowadays we should do it much much more. But I think the latest year we have been using videos much more than before. Before that I didn't use so much. Nowadays a little bit. But I am*

*interested to do it much more. I feel it is very good and give benefits. Videos and good pictures. Also the music – **so that we can get the whole spirit** – it is a big thing".*

"The spirit" is another word for the atmosphere. People feel more relaxed, joyful, and it supports in achieving the consultants' goals. And the use of new media technologies is one of the instruments for consultants to create the needed atmosphere - the atmosphere of joy, excitement, the feeling of having fun. Although consultants have serious goals to execute changes in the client company, they want people to have a good time on the workshops, to enjoy it, and that is what help clients to work effectively on the upcoming changes.

On the workshop in Oslo consultants also used the web conferencing software in the beginning of the workshop. CEO of the client company did not take part in the workshop, he was in Finland at that time. However, at the very beginning of the workshop consultants made a connection with him – his voice was heard to all the participants in the workshop space through the speakers, he greeted all the participants, gave some information about the current situation in the company commenting the Power Point on the digital screen in the workshop room, and at the end he has wished to all the participants to have a great time. Participants listened to him very attentively. It gave the feeling in the very beginning of the meeting that this event is important for the whole company. Lauri comments on another example of the use of video conferencing and videos that gives a connection between the participants and the head of the company:

> *"In one big case that we had we used a video where the main man of the company was talking. The video was not the best, but the message was quite clear and it was very easy to see the feelings of the people who were watching it. Some feels – oh, he is just talking "shit", main men can talk whatever they like. Some feels like – hey, he is a nice guy and now he is on the video, and it is nice. Immediately it is easy to look how people get the feelings. Only 5 or 7 minutes video and the feelings were TUM TUM TUM. **And then you have a good material to start, to handle the feelings – to talk what was the main message from the video, what were the feelings – it opens the channel to the people**. It is very good and we should use it much much more."*

As Lauri says, it does not matter what kind of affect the image of the "main man" has to the people but it is a good way to start. It is important for the consultants to make people feel, to

pay more attention to the part of life where they spend the considerable amount of their life time – to their work, and to make their work be more meaningful and happy.

4.1.2 Avoiding the Use of New Media Technologies to Attract Attention

According to the interview with the consultants, new technologies are mostly used to present material and ideas, but that is not the centre of the training sessions. On the workshop it was a laptop, a digital screen and a phone camera that were used. Not many devices, but they shaped the working environment. That is my observation. Lauri gives a comment in percents:

Lauri: *"I think the words are more than a half. Then we also write on flip charts. So the words and flip charts are 60%. And may be the Power Point is the rest"*.

Power Point is the tool to present the material. If the Power Point is used, it is usually not filled so much with the text, but with the graphics, motivational images, key words. There is a reason behind the fact that the consultants do not use the Power Point a lot during the workshops.

Markus: *"I come to the closure that I am used to, from 1995 to probably 2005, I used Power Points, so I basically had a picture on the screen all the time. And I spent a lot of time to do very visual, not just text slides. But then, and I think **the reason that I have quitted using the Power Points is that they became so popular that the fact that you do not have the Power Points makes it interesting to the participants.** It isn't that I wouldn't value the visual things or pictures. I definitely use pictures in presentations and so on. But **because the level of presentations is pretty high all over the place, the fact that you do not have it makes people concentrate on different things"**.

When the Power Point was on the screen, people on the workshop looked serious and concentrated. They behaved just the way they used to behave, according to the norms, the way as it is considered as appropriate in the society. And it was hard to see if they are interested or bored. There was just not much of expressions on the faces during the Power Point presentation. When during the workshop consultants started to use flip charts, the tension was more on. And when they gave the group work tasks that included moving around the classroom, communication, acting, arguing – emotions became easier to track.

Not using the certain technology might attract people. It is a new way to look at the process of the domestication of technology at work. Knowledge workers are used to the digital screen, to the way of perceiving the information thought the speech that is supported with words and images on the screen. People get attracted by other ways of conducting a workshop like the handwriting on the paper - the attention is cached.

> **Pekka:** *"If you think what is your purpose – **if you want to give the inspiration, if you want people to be creative and to create new ideas – why for God's sake to have ppt on the wall**"*

Pekka points out the aims of the consultants during the workshop, the way they want to influence people – give the inspiration, make people be creative and create ideas. And, from his point of view, the Power Point presentation is not the tool to support the creation of inspirational atmosphere. New media technologies are used to create and extend the senses. However, one way to create the sense of involvement, engagement and commitment and gain the attention is not to use technologies at all or limit it.

4.1.3 Creating the "Wow" Effect and "Mind-blowing" Experience

Workshop meetings included the particular list of common practices, includeed particular "doing and saying" like performing with Power Point, listening and asking the questions, sitting in a round tables, it included embodiment know-how and specific emotions, both the once that were easy to track (calm, serious, concentrate) and hidden (emotions like distress or bareness). When consultants conducted the workshops they changed the business meeting practice – they mixed groups, make people move around the place, sit, stay, make group works together, shout, be face-to-face, listen to music, watch videos. They broke the rules, and that was how they got reactions, emotions, attention.

At the end of the first workshop that I observed every participant read out loud for everyone what he or she has promised to do differently at work, starting from the next working day. It was done both by the CEO of the company and the managers of different positions. Then the sticky notes were collected on the wall of the workshop room. There was an atmosphere of trust and connectivity at that moment, the CEO of the company had the tears in his eyes when he was giving his final speech. Consultants managed to give the "mind-blowing" experience for the people in their working life.

One way to get the attention and to achieve the goals of consultants during the workshop is not using new media technologies at all. Another way is to use new media technologies more creatively than usually. For instance, on the first workshop a new platform was experimented – a word cloud software. Markus was leading a workshop, and Tarja, the project coordinator, was picking up the important words and making a list of the words for the word cloud. Then after the break this word cloud was shown on a screen. It was fresh made, nice-looking, visual – and it was a good way to go to remind about the important topics that were discussed before the break.

Another way is to use new technologies that are not so widely spread yet and to involve them to the workshop practices.

> **Markus:** *Now I am trying to reach the Finnish companies who have probably the best technologies in the world combining big screens that are touch screens that multiple people can use at ones. So I am sure that when we will have the whole wall as a big touch screen, and then whether it is a game or whatever it is. I am so visual myself and I **believe so much** that people learn more quickly if they also see. That is why I feel personally limited now when in my workshops we only talk and write words.*

In any way the reason not to use technologies or to use the latest developments is to impress participants, to make them feel amazed, surprised, intrigued. To say it differently, the reason behind is to create an affect. Markus is passionate about his work and about the different ways to engage workshop participants. He positions himself as a "visual" person and he "believes so much" in a new innovative ways to use technologies. In the following extract he explains what is the reason behind using or not using technologies:

> **Markus: "***I want to give the customers **the wow effect**. That is really crucial"*.

The "wow effect" is the core element and reason of using new media technologies in emotional in addition to practical purposes. That is what might motivate the change consultancy company to search for new innovative ways to use new media technologies. New media are integrated into a practice of holding a workshop as one element among many others like lecturing, group working, discussing, writing on the flip charts, and they have a potential to support in creating the "wow " experience.

It is also a common practice that the consultants give some promises to the workshop

participants in the end of the workshop. The next extract from the interviews is my question to the interviewees that came to my mind after the observation of the workshops:

> ***Daria:*** *"In the end of the workshops consultants often give promises, for instance, to send an email in three days. I understand that consultants might have three workshops per day and it is hard to remember everything, especially when there are so much urgent things to do and if importance is not so high. But for the participants the workshop might be a very sensitive and very emotional outstanding experience and it might be a very big deal in her or his life. And he or she might be waiting for that email. So it would be a big disappointment not to get it".*

In the next chapter I discussed what happened online after the workshops were held.

4.2 The Use of New Media Technologies Outside the Face-to-face Meetings, Online

4.2.1 Devices in Use

In the beginning of my observation time in the office settings I paid attention to the devices that were in use by the company members. In the year 2012 new technologies offered new and exciting opportunities of media choices to knowledge workers. Meanwhile, the number of devices that the workers of the change consultancy company used more or less on a daily basis did not exceed four objects – a smartphone, a laptop, a desktop computer, and in some cases a tablet. According to Luomanen and Peteri, "In the technological ecosystem where various gadgets are available any device must prove to be worthy in order to present a viable option to consumers: it would be silly to buy an inferior product" (Luomanen & Peteri 2013, consulted 23.04.2015). Smartphone and laptop were the devices that everyone used, and some used only these two. The desktop computer was not used by all. The occupation of consultants requires mobility, and the desktop computer lacks this characteristic. It was mostly used by the workers who spend most of the time at the office, or it was used at home.

Salla named the smartphone and the desktop computer as the most important but the smart phone as inevitable device for work:

*The phone and the computer. Without the computer I would still manage. But if I would not have my phone with me - then I would be sort of **paralyzed**. Phone I need the most because I can do staff through the phone if I would not have computer. So I think the phone would be number one.*

In the extract Salla describes the affect that would occur without having an opportunity to use a smartphone at work - the feeling of being paralyzed. Phone is an inevitable device for communication – the heart of the affective labor. Tablet is not mentioned in this extract. It is a device that is not inevitable but has a potential to bring benefits to the work if it is studied carefully. The working tasks can be performed without the tablet. It has a potential to enhance creativity, to accomplish the task and can bring something new and unexpected to the work. Answering the questions about the devices in use, interviewees listed the devices one by one. However, about the tablet most of them gave comments. The following samples are the comments that the interviewees gave on their use of iPad:

Salla: "iPad - only for fun like browsing the Internet"

Lauri: "Now I have to buy iPad because of Markus. And I also planned to buy it because I think it is good – also for the kids because I don't like them to play with my office laptop. So they can play on iPad"

Tarja: "iPad I do not use at the office – I have a personal iPad which I rarely use for work – may be to read email and for some pictures and so on. Then I got the office iPad, so to speak – that I am using now. I would like to use it a bit more – but always there is not enough time to learn how many things I could actually do with it. Because I know people who use it like every day at work a lot. But I don't – basically email and some pictures. I use iPad mostly on surfing Web. I would like to use it in more professional sense – but I do not really know what kind of things I can do with it. I know some. I feel like I know a little. I know the basic features. I do not play. I am not going to play Angry Birds with it. Teemu, for example, also has an iPad and he only plays "Angry Birds" with it. It is kind of expensive to get it only to play "Angry Birds". But I do not have time to tell him and I do not have time to research myself, or may be not enough interest. If someone would come to me and say – you can do this and this and this – then I could change my mind".

The use of smartphone, laptop and desktop computer were not under the question; therefore these devices were listed mostly without any comments. A tablet, to be useful, requires selecting of apps for one's work or enjoyment, searching, evaluating, co-creating. Yet, the workers own it or plan to purchase. The change consultancy workers know the tendencies in current working life and follow them. The successful stories of other workers together with the feeling that it is "cool" to own that device create their desire to purchase it. Lauri formulated this as a necessity –"I have to buy". But none of them have a clear understanding of how a tablet can be useful in their work. Luomanen and Peteri who were collecting the data for their research also in Finland from April 2010 until April 2012, give the interpretation on the use of iPad: "many people are accounted as trying to figure the iPad out: they are not yet insightful. On the other hand, there are the "reviewers"; advanced users that have gained a deep insight concerning the device" (Luomanen & Peteri 2013, consulted 23.04.2015). Tarja sees an iPad as a device that requires learning about the use and potential of it. Otherwise, the use will be limited by entertainment.

In the research of Luomanen and Peteri it is stated that " the iPad is constructed as a device that not only has great potential but also requires certain abilities from the user so as to be able to fully comprehend the whole technological entity that the iPad is" (2013, consulted 23.04.2015). In my opinion, as iPad is fully comprehended it becomes one of the most powerful devices in terms of the affective work. It is not so useful in practical sense like contacting people, creating documents and managing the work. When the workers comment on the use of new media at work, they usually think about all this practical functions. But it is useful in the creative and innovative way, in the aim of treating the customers better, in the way to reaching the feelings. So it is useful in creating the improvements in a company work that are needed to be done. But this resource is not used so well.

According to Luomanen ans Peteri, "it is the users who must, together with app developers, realize what can be done and what new uses and rewards can be found" (Luomanen & Peteri 2013, consulted 23.04.2015). However, when consultants talk about the role of the digital devices, they list the *practical functions* of these devices: communication, searching for information, storing, making training materials, documenting ideas, writing, creating documents, making calculations, documenting, delivering the message, checking information on the go, navigating, managing the time. However, they do not talk about the emotional and affective role of the technologies in their affective work. This role of technologies to evoke,

support and maintain emotions of clients is not realized by speakers. They do not also talk about the potential of technologies to deliver the message of the company to the clients. Talking about the role of the technologies, they do not mention the role of the camera, although they increasingly use camera or smartphone or tablet in their work practices.

Lauri says:

> *"I don't know how to do **this picture things** like you do. And I don't use them so much. So **mainly basic things**".*

In this extract, the practice of taking and editng pictures is put in contrast to the basic role of the devices. So the practical functions as storing and creating documents and etc. is considered as "basic things" and the use of camera - more creative use of devices - is defined as opposite and more difficult. The software for doing "basic things" is Microsoft Word, Power Point, mailbox, Excel, calendar, social media, Dropbox. All these software you can use on the laptop computer and the desktop computer. Only Markus comes out of the box of these programmes and talks about "3rd generation applications" (from the interview).

However, when some creative and innovative platforms popped up, they had got interest from all the office members. One day the sale manager has demonstrated the offer materials that she created in a "Prezi" application. When the consultants arrived separately to the office during the working day, she demonstrated her Prezi-presentation to them. It definitely created a "wow" effect.

> **Salla:** *I usually think that I am up to date with the latest technology and that I am able to use them. But I am not the first person to get everything new. Like Prezi today, I was like – WOW, I have never seen that. In these situations I feel like I'am really old-fashioned and do not know anything new. But I am not so keen on technology, so I wouldn't search for the information by myself. But like when Prezi popped out I think – WOW I will definitely use it.*

All the workers to whom this presentation was demonstrated gave very emotional feedback to it – they smiled, used quite expressive words like "Mahtavaa!", "Loistavaa!" ("So cool!",

"Wonderful"). No one has left indifferent to what was demonstrated. The "wow-effect" took place.

Another remarkable moment was the way the application "53" was used in the working purposes. Two consultants, Markus and Lauri, had a conversation at the office. One of them was sitting at the desk, another one was standing next to the flip chart. They discussed one of the topics they teach on the workshop. During the conversation Markus was drawing and writing on the flip chart the key words of their discussion. After that Lauri left the office and Markus took his place at the desk and opened his iPad. He was sitting calmly about twenty minutes and then also left the office. On the next company meeting he has connected his tablet to the digital screen, so that the desktop of his iPad was projected to the screen. And it was the same drawing as on the flip chart at the office. But now it was made in and 53 application in a very clear nice-looking way (Appendix IV – example of the use of the 53 app – example from the app official website). Everyone listened to him very attentively and gave a positive feedback. Later on this image appeared on the front page of the company website.

It is interesting about the "53" application that it is based on the handwriting, or on the imitation of the handwriting on the screen of the tablet. Consultants appreciate handwriting a lot, it is one of the reasons why they use flip charts so much during the workshops. New technologies become easier a part of life if they are familiar for the users. As Berker claimed, "professional domestication will occur more easily when an ICT is not perceived as something too innovative or extraordinary, but as something that fits into everyday work routines and practices" (Berker et al 2005, 221). Handwriting is a part of the everyday working routine to consultants. And the opportunity to use handwriting in the "53" application, in addition to the sharing options and easiness of this application, might make this application to be a part of consultants' everyday working routine. This application might be best used on the tablet.

In the analysis I use the general names of the devices such as smartphone and laptop, not regarding to the brand of the device. However, the choice of a brand might be limited by the organizational status, company culture and pear influence (Edson & Beck, 2012). In the company that I studied the Apple is a dominated brand. There are Apple desktop computers with big screens at the office, workers use iPhones, and Mac book Pro laptops. Talking about a tablet device, they always say "iPad" as if other brands of tablets do not exist. There are only two company member that have another brand of the smartphone – Juuso and Reijo:

Juuso: *"I don't have iPhone, I have Android. I don't have the same tools like others because I have just started. I have HTC".*

Owning the device of the certain brand builds up the culture of the company. Juuso says "I" and "others" talking about the choice of the brand for the technological device that differs him from others. Juuso differs from the rest of the company because he has just started to work and is still in the process to get involved to the culture of the company. Apple is a luxury brand. According to the construction of this brand, it represents quality, aesthetics, authenticity, uniqueness, design and performance (Edson & Beck, 2012). Apple is always aiming to amaze the clients, so the consultants do. Change consultancy company has the clients that are aiming to develop the business, in other words, to rise the income. The change consultancy workers orient people to the success stories. And the use of successful brands supports them in the success-oriented thinking.

4.2.2 Improving the Experience of Customers, Taking Care of Them

It is a common practice in the company that training session participants get a task from consultants that they need to complete in the short or long term after the workshop such as creating development plan (for example, within a week), choosing actions that can be taken independently or in a group. They might, for instance, be asked to review the plan in a while after the first actions were taken. It is all aimed to get improvements in a work of the client organization. From the first meeting with Markus I knew that there was a wish of the company to have some kind of the "reminder" about the task – something that the company could implement to keep clients be motivated after the workshop.

My field notes starts from the reflection on my first conversation with Markus and on the idea paper that he had asked me to create to define the purposes of my research. To make a good idea paper, I felt that I also needed to have a conversation with the client of the company. And I had this opportunity – after the conversation with Markus I had an informal meeting with the client of the company – that was the person who told me about this change consultancy business and the company that made him be inspired in his work life. It was important for my research at the starting point to meet a company's client and to get the clients' point of view

on the topics that were connected to my research interest. I do not tell the name of the informant due to the ethical position of my research.

On 15.06.2012 I had a conversation with the company client - the participant of the self-leadership development program that the company held on May 2012. It was a three day intensive program, 24 hours in total. This program was called a "transformation journey" and it aimed on learning new skills and considering different behavior models. These skills, as company argued, were needed to face the challenges of the future and for high achievements of the client company. The outfit of the program was creating a personal development plan by each participant and deciding on the nearest time actions each participant can do to improve business. The partnerships, exchange of information, mutual development, innovation, creative thinking, cooperation and constructive feedback were among the topics raised up during the program days. The conversation was scripted in my field notes. The following extract is a part of the conversation that I consider as important – it shows the participant reflection on his experience:

"During the seminar and few days after the enthusiasm to use the knowledge and advices is huge. During the days after the seminar we had discussions with the colleagues about the seminar. It is also inspiring; you start thinking again about the ideas that appeared during the seminar. But when you come back to the working routine and start to work on your everyday working affairs you decide to leave it all till the better time. I think there is **a lack of something that will maintain my interest, something that will maintain my enthusiasm"**.

(Field notes, 15.06.2012)

The client assessed very positively the meeting with consultants during the "transformation journey" program. He felt enthusiasm and that is a positive affective reaction of him to the program. Enthusiasm is a product of the consultants' work that was generated during the contact between consultants and the client. The fact that the client discussed the seminar with colleagues evidences about the feeling of involvement and commitment. The client felt inspired. But he also talked about the challenge to keep this inspiration instead of coming back to everyday work routine. And as this danger occurs outside the meeting with clients, it is a task of consultants to use new media technologies to keep clients inspired.

After the first discussion with Markus and with the client of the company I had the idea that the starting point for my research is the fact that there is a need in the company to keep in touch with clients after the seminar for supporting them in achieving the goals and maintaining inspiration and enthusiasm. Key words of what is needed are *reminding and sharing*.

The conversation with the client supported me in creating the document that Markus asked me to make as a result of our meeting. This document is also a part of my data. I have created a mind map. My idea was that if I try to make a change consultancy company be interested in my candidate as a media use developer, I should not just make a Word Document – I need to make something creative, using new media technology. At the same time it should be the material that would introduce our discussion and my ideas. I used the software "iMindMap" (Appendix IV) to complete the task**.**
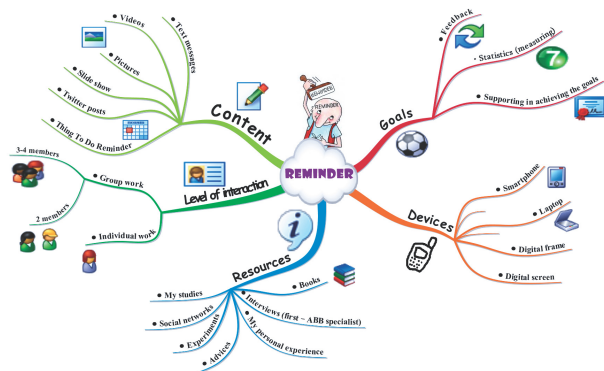
Table 1: Mind map (20.06.2012) - idea paper as a reflection on the first discussion with Markus and with the client of the company. Appendix IV

The company meeting on the first day of observation had an essential topic for the first day of organizational ethnography – Kulttuuristrategia: millaisen ytityksen ja yhteisön haluamme luoda ("The Cultural Strategy: what kind of company we want to create"). The list of the key words was collected in a brainstorm method by the company members and listed as the key words that described what kind of corporate culture was desired: "laatu, vastuu, yhteinen kehitys, oppi (va), ilo, jakaminen, osallistuminen, uudistuva, tukea antava, energia/ilo, näkyvä, luottamus, kunnioitus, kehitys, innostava, avoin, dynaaminen, rohkea, iloinen, intohimo ("quality, responsibility, co-development, learning, joy, sharing, participation, self-renewing, caring, support, energy/pleasure, visibility, trust, respect, development, enthusiasm,

openness, dynamic, brave, happy, passion").

I concentrated on these words and saw them as important for my research. Learning, joy, sharing, being innovative and etc. – all these key words are important. Parempaa asiakaskokemus ("improving the experience of customers") was also listed among the core aspects of development.

These key words narrowed down the focus of my research. I got interested in the features of new media technologies that consultants can use to support the learning process, that allow sharing and cooperation, create joy, support innovative decisions and improve the experience of customers. However, different company workers interpreted my role as a researcher and a trainee differently. For instance, my conversations with Markus leaded my research to the creative and innovative field from the very beginning. In my Evernote notes I quoted Markus after one of our conversations:

> *"Working after the group seminar to individual managers – providing them with some information not just via email, but in a way that will make them **feel excited** about that"*

Feelings and emotions are something that is always outmost important for Markus. However, when I first talked to the project coordinator Tarja, I got confused with my goals. Tarja is the worker that deals with more practical staff. On our meeting on the first week of my training Tarja mostly talked about business management media tools – the ones that store the sales and billing information, projects' portfolio and calendar and about information storing platforms like "Dropbox" that are constantly in use. Tarja offered two questions that I might set up as goals for me and that, from her point of view, would lead my research to be rewarding for the company: 1. what are the disadvantages and weaknesses of the digital systems and tools that are currently in use; 2. what are the needs to do the current long-term project to work well (emphasizing the coordination issues). However, we also talked with Tarja about the need to have a tool for creativity. Tarja admitted that there was a need in finding a tool for working with customers, some connection platform that would connect consultants and clients before,

during and after the workshop, a tool that would allow performing collaborative tasks in small groups.

> *"…to have the effective tool to work with clients, some kind of an "exchange network". There is a need in a tool that can become a platform for collaborative tasks, for monitoring changes, **for supporting creativity and maintaining motivation, the tool that can support in producing something new, tool for capturing ideas, tool that can provide an opportunity to give feedback** and that can also become a "measuring tool".*

<div align="right">(Evernote notes: "Meeting with Tarja")</div>

I asked what was needed to be done for the current long-term project to make it more successful. The answer again leaded to the sphere of emotions and affects:

> *"We need to be in contact with managers not simply via email but we need to find **something more motivating and emotional**, **something that will make them to be excited about coming to our workshop".***

<div align="right">(Evernote notes: "The letter to Tarja 11.09")</div>

Tarja says that there is a need in something motivating that will make participants be excited about attending the workshops. According to Ahmed, "objects that give as pleasure take up residence within our bodily horizon" (2010, 32). If the participants get some message online before the workshop that will make them feel delight and excited, they would come to the workshop already affected in a positive way. Ahmed also claims that "the moods we arrive with do affect what happens: which is not to say we always keep our moods" (2010, 37). In Tarja's comments during our first meeting she underlined two important points:

> *"First of all, the tool should not bring the double work for the company people. Then, we do not need to cover the functions of "Severa" (organizing software, calendar). We need to concentrate on the **tool that will support creativeness, communication** with customers, and **take the function of the creative "reminder".***

<div align="right">(Evernote notes: "The letter to Tarja 11.09")</div>

The creative and innovative use of new media is needed. For instance, developing the idea of the "reminder" was one of my duties during my training at the company. And the "reminder" phenomenon has an important meaning in my research. I will discuss it in the next subchapter.

4.2.3 "Reminder" Phenomenon

"Reminder" ("muistutus" in Finnish) is a word that was used by the company members and refers to any kind of new media materials or actions that are aimed to interact with the workshop participants after the face-to-face meetings. The creation of so-called "reminder" became an important part of my practical training and a part of data. The following extract from the interview with Lauri gives the exact explanation of why the "reminder" is needed in the consultancy business:

> **Lauri:** «*It might be that you have a workshop at the beginning of the year – and then Christmas card. This is bad. Should be some reminder – "how is life?", something small and quite automatic.* **The client is becoming "COLD"** *– we should warm him up. It is a big thing that we have to do. This is almost the most important thing that we should do.* **I am worried about how we take care about our clients***".*

The clients become excited, "hot" during the workshops and, as Lauri says, there is a danger that they might become "cold" after the workshop if there is no any kind of contact with them. As it was discussed in the subchapter "Improving of the Experience of Clients, Taking Care of Them", change consultancy workers feel that they need to take care of their clients more to improve their experience. And the following extracts give the exact explanation why it is important for the change consultancy business to have some online "reminding" system:

> **Salla:** «*We need to be one step ahead of normal way of doing. It would also upgrade us in the clients' eyes*"

> **Teemu:** "*Now we have very high level offers and customer materials that we provide to clients. But we should have more systematic process of creating it. We should be quicker as well. Think about any workshop, any kind of customer training or session or even meeting. The so-called "window" of even remembering of what was there, and the "window" of the opportunity that clients are influenced" - is not so long, so we should have the materials, "reminders", going to them quickly, and still it should be*

*high-level materials… High level materials is, for example, when it is **personalized**, as you have done after workshop* ("reminder" that I have created after the first project that I observed – my comment) - *that was a great innovation. That is the direction that we should take"*

Salla points out the fact that change consultancy company by nature needs to be up-to-date with modern tendencies and even to be one step ahead. Teemu says that it is important to quickly provide clients with high-level materials. Change consultancy workers can use new media technologies to create these high-level material and to make them personalized, to make each client feel special and to feel that he or she is important to achieve the results of the whole company. The following extracts explain why there is a need in using new media, why traditional way of email communication would not work:

Reijo: *"Nowadays people have too much work to do. Most people have too much work to do. People are working too many hours and too long days"*

Markus*: "I think that we need to invent new ways, interesting ways. Because most of the individuals that we work with are very stressed individuals, like they receive 150 email per day"*

The modern way of business life demands a lot of work from people, they are constantly available, overwhelmed with the workload and are often stressed. This current situation of well-being at work also connects to the new media technologies opportunities. As Heijstra and Gudbjord stated in the year 2010, "although the Internet makes some features of the profession less complicated, like the possibility of working at home, it also initiates a proliferation of the workload, triggers a prolonging of the workday and enhances a demand for extensive availability" (Heijstra & Rafnsdottir 2010, 158). Workers get many emails per day and that also stresses them. If change consultancy workers will use only email to communicate, their work might be not noticed among the other emails. They need to be more innovative in taking care of clients. And as they admit, they not always manage to do so:

Markus*: "There is a little activity from my sight towards customers, which is a bad thing, I mean really bad. And it is definitely a thing where habits need to be changed. For me personally and on a company level"*

It is quite evident that the demand in having some sort of the "reminder" is quite high. The

clients of the company are, in general, quite stressed individuals who need to cope with the modern business way of life. During the face-to-face meetings consultants usually manage to give a "mind-blowing" experience for these stressed individuals. However, the time when people are influenced might be not so long, so there is a need in some *innovative, "fashion-forward", systematic, quick, high-level, personalized way* of reminding to people about the experience that they have got when they met the consultants, *the way that will give them the feeling that they are treated in a good way, supported and not left alone.*

When I had a conversation with the client of the company before the observation period I also asked in what form, to what device the client would wish to get a "reminder". Should it be private or it can be displayed, for instance, on the digital frame that would be hold on the work desk:

> *"I wouldn't like it to be public. It is quite private. I wouldn't feel comfortable about that. I want to avoid questions from my colleagues. We all have different mentalities and points of view. And we have an open office where many people work. Mobile phone and laptop is better. Nobody looks on your screen if you don't show it yourself. It is a private zone"*

> *(Field notes, 15.06.2012)*

In the introduction I have written that the main characteristics of new media are interactivity and creative participation. I would also add freedom and privacy to these characteristics. This idea that your phone or laptop is your private zone is interesting. And consultants work with the issues that are quite private for people, even if it is about work. So these devices should be the ones to work with. So the decision was that the "reminder" should be created in a way that the client can access it from his laptop or smart phone.

After the first workshop I had a task to create a "reminder" for the participants that they would get online a week after the face-to-face meeting with the consultants. The "reminder" was sent in order to maintain the enthusiasm that participants had when they left the workshop room with its atmosphere. That was the workshop when participants shared their promises at the end of the day and when CEO of the client company had tears in his eyes holding the final speech.

I created a "reminder" using Evernote application (Appendix VI). Evernote is a note-taking

software. I created a note that was then sent to the email of the workshop participants. It was personalized and sent individually to each of them. It has started with the text, and was followed by the image, not as an attachment but just under the text. The text was the following:

"We would like to send a Thank You message to the participants of the Kickoff seminar for participating and the reminder about all the promise made" ("Haluasimme lähettää kickoffin osallistujille kiitos viestin osallistumisesta ja muistituksen lupauksest jonka kaikki antoivat")
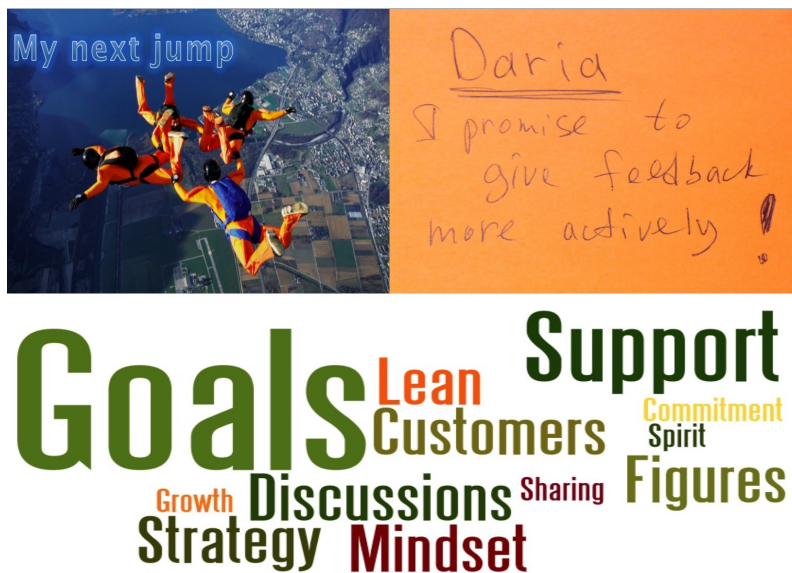
(Evenote notes: "Letter about Reminder") (Appendix VI)

The picture of the air jump reflects the associations of the CEO of the company and its workers with the changes that they aim to execute inside the company – executing the winning culture with the work of the high performing teams. On the right side of the "reminder" is a name of the participant and his or her own handwriting informing of the promises – the photos were taken from the sticky notes. In the example the name and the content of the promise is changed due to the anonymity that was guaranteed for the client company. In this example my name and my handwriting is used. But the promises on the sticky notes looked the same way – the name and the short text of the promise. In that way each participant got the personalized "reminder" with his or her name and handwriting.

I also submit the feedback from the members of the company that I got via email:

*"This way of reminding individuals of their promises, with **a great feeling and visuality**, is just what we have been needing for. Communication is King!" (Teemu)*

Teemu emphasizes the fact that this "reminder" applies to the feeling of the person to whom it is sent, to his or her memory of the meeting with the consultants. It reminds about the promise that was made. There are not so many of the written text – it is mostly pictures. But it tells a lot to the person who gets it. As Teemu, the CEO of the company, admits – this way of visual reminding is what company needs.

Also I submit the extracts from the interviews where interviewees comment on that "reminder":

Juuso*: " With this kind of things we can bring some **actual value** to the customer"*

Salla: *"It looks really nice. And I like that you can see what you have written yourself in **your own handwriting**. I like these reminders. And we have got **good feedback** from those ones from the clients"*

Lauri: *" It is nice, very good. We should do it more often. This is **again about the emotions**. Immediately when you see this, usually you get **good emotions, good feelings**. Pictures are nice. Visual things are, at least for me – may be not for everybody are so important. When you see only the paper without the pictures or without anything like this it is quite boring. And then you see the message like this – and it is totally different. It is a question of how to transfer the information. I like this way. It should be more systematic in our work"*

Lauri: *" It is nice, very good. We should do it more often. This is **again about the emotions**. Immediately when you see this, usually you get **good emotions, good feelings**. Pictures are nice. Visual things are, at least for me – may be not for everybody are so important. When you see only the paper without the pictures or without anything like this it is quite boring. And then you see the message like this – and it is totally different. It is a question of how to transfer the information. I like this way. It should be more systematic in our work"*

Juuso emphasizes that the "reminder" might be valuable to the client. According to Salla, the company got the positive feedback from the clients about this "reminder". The use of handwriting helped to make this "reminder" valuable. Lauri talks about good emotions and feelings that this kind of reminding can create in the client, and that is always important. The "reminder" creates positive affects in clients. As Ahmed states, "Affect is what sticks, or what sustains or preserves the connection between ideas, values, and objects (Ahmed 2010, 29). It means that the use of new media in a creative way sustains the positive affects in clients. Markus goes even further in evaluating the "reminder".

> **Markus:** *"**Best thing that have ever happened to us**. I really find it valuable, extremely valuable, and I think we need to find the way to make it our habit, executing every time"*

From the first look it might be hard to understand why consultants assess this "reminder" so high. However, I suppose there is an explanation. Consultants are very competent and professional in their work. They achieved high result in conducting the workshops. But they strongly feel that there is a lack in communication with clients after the workshop, a lack of something that would not let the clients become "cold". If the client gets excited because of any kind of the message that he has got from the consultant, and then may be even shares it with the colleagues, it is a big step in managing the successful change consultancy project. According to Sara Ahmed, "to be affected "in a good way" involves an orientation toward something as being good" (2010, 32). Ahmed also claims that "we move towards and away from the objects through how we are affected by them" (2010, 32). The first "reminder" achieved the goal in orientation towards the goals and promises that were agreed during the workshop. I have also got feedback from the client that proves it:

> *"Hi … Team,*
> *I haven't forgotten! I have already shared my feelings with my three colleagues and have also the discussion with my partner, so all done"*

> *"Hello, yes have shared the information from the two days to AK and to SD. Also try to send back much faster the information to the client, what I promise"*

> *"Good afternoon,*

Thanks for some interesting and enjoyable hour together with you and your team. I have talked to my colleague about this and I will make sure this gone happen"

"Hi, I have done it immediately on Friday"

(Evernote note: "FEEDBACK from clients")

When consultants get these kind of responds they know that the needed work was done from the client's side after the workshop. They know that the discussions that were inspired by the workshop took place in the settings of the client organization. As Ahmed states, "if the same objects make us happy – or if we invest in the same objects as being what should make us happy – then we would be oriented or directed in the same way" (2010, 35). At the same time, the "reminder" made the client, the individual feel that it was important that he took the actions after the workshop - important to the consultants, to him and to the whole company. The "reminder" emphasized the idea of promising – the clients made a promise to the consultants, to themselves and to coworkers. And they feel they are responsible for it and that it is important for everyone.

"Hi There,
What a nice way to give a reminder. Actually I have been listening more and my team is teasing me that "we see its difficult to keep yourself from not talking so much…"

(Evernote note: "FEEDBACK from clients")

The client gave feedback to the "reminder" itself. As it was discussed earlier, the clients of the consultants are people who get lots of email per day. But this "reminder"-email was different from what they usually get, it was "nice". The whole response from the client is very positive – the client shared with the consultants a joke that came up inside the client company after the workshops. And the client shares it in very friendly way, not so official. So there is a feeling of trust that has appeared between consultants and clients.

"Sisältö mielestäni erittäin hyvä – oman käsin kirjoitetun muistuksen saaminen sitouttaa tehokkasti" (The content is, in my opinion, very good – your own handwriting in the reminder works effectively in creating commitment")

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The client proves the idea that the use of his own handwriting made a good impression to him. Commitment is what consultants aim for, and when they get a response they know that this important goal has been achieved.

The company members say they do not get the feedback from the workshop participants so often – usually they communicate only with the contact person of the company. However, feedback is very important, it is important to know how much participants got involved in the new strategy creating process. It also keep the connection between the consultants and the clients outside the face-to-face meetings, give clients the feeling that they are not left alone and that their actions and commitment are important for the whole project to be successful.

From the feedback and the reflection on the "reminder" it is visible that this visual form of reminding participants about the promises that they have done during the face-to-face interaction is valuable both for consultants and their clients. Consultants feel that they treat the clients and keep the emotional connection with them even outside the face-to-face meetings. Clients value that they get the support and that they are not left alone with their new goals in their work settings. As Ahmed states, "If you are given something by somebody whom you love, then the object itself acquires more affective value: just seeing something can make you think of another who gave you that something. If something is close to a happy object then it can become happy by association" (Ahmed 2010, 33). The same association process might occur with the affects that took place during the workshop.

"Reminder" is all about the feelings. It addresses to the emotions of the participants, more to their unconscious feelings. And the tool that is in use for creating a "reminder" is as simple as a smart phone and a camera in it. In the interview, Lauri reflects on his use of the smart phone:

> **Lauri:** *My phone is more for calling and messaging. And I feel that I must use it more. I should take couple of photos during the workshop. At least couple. Just one* ***feeling photo*** *to remind that "hei, we had a nice effective day" and there are couple of pictures for you"*

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Juuso: *"the benefit is obvious – the picture tells thousands words. You can more easily and faster document the staff that you are doing during the session. And really good to have photos of attendances. Bringing back photos might help in making **the experience of clients stronger**"*

Lauri says not just a "photo", but a "feeling photo" that works well to refresh the memory. He realizes that he uses a powerful tool – a smart phone. However, he can use it more effectively for his work. Juuso also realizes the potential of photos both for documenting and for communication with clients. The smartphone and its camera are on the way to the successful adoption in the change consultancy company. The consultants appreciate the power of photos, of the "feeling" photos that are useful in their business. The use of the camera on the smart phone becomes an integral part of work. According to Berker, Punie and other researchers, "The technologies become an integral part of the working life when they support business goals and become comfortable in use" (Berker 2005 et al, 220). There is a need in good "feeling" photos for creating "reminders", so there is a specific need, "professional added value" (Berker 2005 et al, 220). Then, the camera on the smart phone gives the opportunity to easily take high-quality pictures, and the smart phone is already in an everyday use of change consultancy workers. All these factors lead to the successful domestication. Other benefits for the business are mentioned by Teemu and Pekka:

Teemu: *"And the big thing in this kind of "visualized communication" and photos is that **you get the feeling back again** that you had there. And you can see the action – oh, yes, we did that"*

Pekka: *"They were super. Very nice, very good, just excellent. I liked them very much. Refreshing, nice-visual design, a little bit different – **they just worked as reminders and also they showed that we care**"*

Teemu and Pekka value the "reminders" due to their ability to refresh the feelings and the memory, visual good-looking design and the opportunity to show that clients are not left alone. Change management consultants use a power of emotions and affects in their work with clients. They create an atmosphere of openness to suggestions for improvements and changes both in a personal level and the whole company in which individuals are reconceived to be reflective and active practitioners who are willing to learn and contribute to improving the workplace processes. New media have the potential to maintain emotions and affects and

to make change a continuing process. Meeting with consultants is out of "normal" work life experience. New media have a potential to support the emotional connection between consultants and clients even outside the face-to-face meetings.

Another workshop was a Management training program. It lasted seven and a half hours and it was a small group of people – only top managers of the client company. It was focused on "people management" – discovering the managers' strength and developing their skills to be good leaders. The topic of communication with subordinates was one of the important on the workshop. The consultants challenged the participants with the question – "how talking and listening is divided in your communication with your subordinates?" The highlight of the workshop was the role game. They were divided into two groups. Each group had a task – they both were supposed to collect the arguments for one business idea that was in real life illogical in the business of that company – to open one of their company offices in Iceland. But one team had to find the arguments for that idea, another team – against that. After some time given for discussion they were placed to sit face-to-face, team in front of the team, they were supposed to argue about a given idea. Everything was allowed – acting, shouting and etc. And the participants did all that – they started the conversation calmly, then they started to talk loudly, some shouted, some pretended to cry, some left the workshop room closing the door with the loud sound. It was like a theatre performance. When the consultants stopped the role game, people gave applause to each other, they were laughing, smiling, and looked amazed.

In the email after the workshop the consultants have written: *"Let's not forget about the fun You (and we all) had. Natural born actors you are, I have to say"*. And one of the participant commented on the game in the end of the workshop: *"I enjoyed the theatre, the role play – it was a fresh break between the serious topics"*. After the seminar I thought it was important to remind the participants about this outstanding experience and to do it online during the break before the next meeting.

I used this image of the Moleskine notebook when I was creating a "reminder" after that workshop (Appendix VII). Successful brands are important references for the change consultancy workers. On this workshops all the participants have got the Moleskine notebooks. It is a brand that uses the names of the legendary artists and thinkers that were writing their notes, ideas, stories and sketches to the black notebook. That reference to the

people that have gained the success is important. It all supports the success-oriented thinking.

During the third workshop that was hold in Oslo consultants, Markus and Lauri, took a lot of pictures, using the cameras on the smart phones – mostly pictures of the participants, flip charts and the sticky notes. After the workshop Markus created web diary (web journal in the iPhoto application) of that event and the link to that web diary was sent to all the workshop participants a week after. When the participant opened the link, there was a web page with many pictures, few videos, some text – the name and the time of the seminar, the weather forecast picture that showed what was the weather on the day of the seminar, the google map with the location of the seminar, the image of the wall calendar that showed the date when the seminar took place. Participants were mostly photographed during their group work – on the pictures they sit on the round tables, write down the notes, talk to each other, on some pictures they smile and laugh. There is also a panoramic picture that shows the whole workshop space – with consultants standing next to the flip charts and with all the participants sitting at the round tables; and on the picture it is a view to the city center of Oslo through the windows. Two videos are also a part of the web diary and they show how the participants performed the task that was done in teams – participants were building the towers together out of the papers. On the video they work together in teams.

It has been two and a half years since that web journal was created, but it is still possible to access it through the link. And when I as a researcher come back now to these data and open the link, I remember the whole atmosphere of the workshops, the mood of people, participants' faces, the tasks of the consultants, the interesting ideas that I heard from the consultants during the workshop days, I even remember the food that we had during the breaks. And for participants having access to this web journal also means that the experience becomes memorable.

Pekka comments on the web journal:

> *"I did like those very much. That is good EXTRA for us. I think that is good. The minimum result is that it works as a "reminder". And also the pictures are very nice and the details – very valuabe".*

The use of new media technologies at work is only a part of the working process but it can be

a good "extra", be one of the professional tools of the consultancy workers but to be a powerful tool if they are used creatively and in an interactive way that influence the emotions, creates affects, make the experience more outstanding and memorable.

4.3 Execution of Changes in Media Use inside the Company

The adjectives that describe the cultural strategy of the company are "fun, productive and meaningful". The company members value the work that is productive and meaningful but at the same time fun, that gives a pleasure and value to the life. New media tools should not make the working life of the company members to be more complicated and stressful. In opposite, I want them to use media that they already use in their daily lives, but to use it more effectively and creatively and benefit from the opportunities they offer, and use it for communication with customers in the way that they need – exciting and emotional.

Markus comments in the end of the interview that before the company successfully uses media in the work with clients, there is a need to improve the use of media inside the company. During the time when I was doing my observation, the changes in the general attitude towards media use appeared – the idea of using new media at work was all the time in the air. Workers assessed their own use of new media and the way their colleagues use them. Markus sees the way to execute changes in new media use in sharing and learning together:

> **Markus:** *"We should share more. Has had some project gone? What did we learn during that project? Did we have some ppts or some materials or so which could be useful for others. We can tell to each other what ppts were used during the project, what was the attitude of the clients, why the specific approach to the problem was valuable".*

> **Markus:** *"It should be reserving time. If we would reserve an hour per week and we take one application like Päiväkirja and learn to use it together until everyone says it is comfortable, I have a routine for this. And then we can take the next one weather it is 53 or something else… It is required that we feel that it is important enough that out of the very limited time we dedicate time to it. And that would be the learning experience. Not so that you teach Reijo and then Lauri. But then we would learn together, and then there is a joy of learning like "Look at what I did"*

In addition to the function of keeping the clients motivated, "reminders" are also a useful tool

for documenting. It does have connection to storing but new media give the opportunity to store more easily and creatively. Instead of keeping the flip charts papers at the office consultants can take pictures of them after the workshop or create the pages in the digital scrapbooking software. It gives the opportunity to store the materials in a form that stimulates "emotional flashbacks". When you see pictures and video with people from the seminar, the pictures of flip charts and the sticky notes, you refresh all the emotions and thoughts that you have had during the seminar or other event, even the months and years after. It also helps in reporting to clients and in preparing to the next seminar. The use of new media also allow to share with the colleagues what have happened to each of them during the day, what new was learnt, and what ideas had a success. Consultants work most of the time separately outside the office. Sharing working ideas and experiences with the colleagues would save them from the double work, would give the feeling of the team work and the benefits of the team work.

Markus suggests that the applications should be tested one by one. In the Appendix II "Platforms and applications" I give the list of the applications that I tested and experimented with during the observation and training time. They are all accessible in the App store, and can be found in the store's categories "Productivity", "Photo and Video", "Photography", "Business", "Health and Fitness". The names of the categories give the evidence why they might have a use for the change consultancy company.

Everyone in the company had the positive attitude towards technologies, the benefits of using them were in the minds. However, as the everyday life is complex, the process of new media adoption is also complex and dynamic. Many factors influence the process of adoption but at work it is especially motivating to start using new media when you see your colleague executing it successfully. The most effective way to execute changes in media use is peer-to-peer influence and cooperation. The positive example and sharing leads to success.

> **Reijo:** *"Yesterday I was together with Markus on one workshop. And Markus had an iPad with him – he took video and some pictures. That was good. And then we will send them to people. That was good. I will start to do that as well when I get my Pad. If it is so-called "strategic meeting" like it was yesterday. That is much easier than bringing all the flip charts papers to the office to write it down"*

Markus comments on the same event that was held a day before the interview:

> **Markus:** *"Yesterday we had a workshop together with Reijo. We have not had*

workshops together for very many months. That was the first time he saw me do that kind of "life" – taking the pictures of the flipcharts when participants were doing group work, taking some video. Of course, I have been a professional photographer for seven years. For me that is so natural to take pictures and to take good pictures very quickly. But still definitely it is the training"

Reijo is not in general as excited about the use of new media technologies as Markus. However, when he observes how Markus uses them successfully, it makes him feel like he also wants to do it. One of the questions during the interview was "How do you feel about using new technologies – is it easy or difficult, fun or annoying?" The discussion of fun and the use of new technologies vary from negative to positive. The answers of Reijo and Pekka show that the workers see the technology only like a work-related tools that are therefore cannot be fun. Juuso and Lauri have a bigger variety of feelings concerning new media technologies – from being annoyed, frustrated and pissed off to the feeling of having fun. According to Salla, you start to feel that you have fun time using technologies when you get to know how it works or after somebody shows you how it works. And finally Markus and Malla, the people who position themselves as technology-oriented say that it is fun and easy to use technologies, to explore new things. Markus feels satisfied and excited.

Markus: *For me it is **very easy, it is natural and it is mainly rewarding**. Because very quickly I can skip if I am not really interested. Because usually the applications are teasing you with new topics. So very easily you end up browsing through the articles. And after you spend three minutes on something that is not interesting, then you go to another one, and eventually something comes up that has **wow effect,** then **you feel very rewarding and satisfied**. It is easy to use, and the emotions are that I feel satisfied, excited. **If I get excited, I usually share it**. If there are people around me, I share it outward immediately.*

The fact that the feeling of excitement makes Markus share the reason of excitement with someone around is very important. Pear-to-pear communication and sharing is very strong tool in the learning process. The use of new media for some people is easy and exciting, for some more challenging and creates some threats, but it also has a potential for power since the domestication was successful. The user himself has an active role and it is up to the user and his creativity to use all the freedom new media offer.

5. CONCLUSIONS

My research belongs to the field of Media Education. I see the role of Media Education in developing critical and creative abilities towards media in people who use them. In my case, I studied how the workers of the Finnish change consultancy company used new media in their work and how can they be more critical towards their use and more creative to benefit from new media. I focused rather on people and their challenges than on technology, on understanding of workers' experiences of using devices as tools at work; I had rather personal focus than technical. I got interested in the features of new media technologies that consultants can use to support the learning process, that allow sharing and cooperation, create joy, support innovative decisions and improve the experience of customers. I did the observation during the workshops that were held by the consultants and in the office settings. I have also taken nine semi-structured interviews to compare the view of change consultancy workers to the data collected by my observation.

During the workshops new media technologies were not used intensively. However, the way they were used supported in creating the unique working atmosphere and environment from the very beginning. It supported in creating less official atmosphere, the atmosphere that was different from the office daily life. Consultants switched on the music when workshop participants were entering the workshop settings. The music is traditionally associated with the leisure time, happiness, love, fun, joy. The music affected the participants because it was different from what the managers used to feel during the working life time. Pictures on the screen, video, music– that all supported consultants in creating the special "spirit" during the workshop. The use of new media technologies is one of the instruments for consultants to create the needed atmosphere - the atmosphere of joy, excitement, the feeling of having fun. Although consultants have serious goals such as executing changes in the client company, they want people to have a good time on the workshops, enjoy it, and that is what helps clients to work effectively on the upcoming changes. People feel more relaxed, joyful, and it supports in achieving the consultants' goals.

Consultants also used web-conferencing software to create commitment. It gave to the participants the feeling in the very beginning of the meeting that this event is important for the whole company. Although, the image of the "main man" on the screen and his voice can have

different affect on participants - from being annoyed to feeling happy and encouraged, it is important for the consultants to make people feel, to pay more attention on their attitude to the part of life where they spend the considerable amount of their life time – to their work, and to make their work be more meaningful and happy.

Not using the certain technology might attract people as well. It is a new way to look at the process of the domestication of technology at work. When during the workshop consultants start to use flip charts, give the group work tasks that include moving around the classroom, communication, acting, arguing – emotions became easier to track. When the Power Point was on the screen, people looked serious and concentrated. They behaved just the way they used to behave, according to the norms. And it was hard to see if they are interested or bored. New media technologies are used to create and extend the affects. However, one way to create the sense of involvement, engagement and commitment and gain the attention is not to use technologies at all or limit it. It can raise the activity of participants to create new ideas and be creative.

One way to get the attention and to achieve the goals of consultants during the workshop is not using new media technologies at all. Another way is to use new media technologies more creatively than usually. In any way the reason not to use technologies or to use the latest developments is to impress participants, to make them feel amazed, surprised, intrigued. To say it differently, the reason behind is to create an affect. The "wow effect" is the core element and reason of using new media technologies in emotional in addition to practical purposes. That is what might motivate the change consultancy company to search for new innovative ways to use new media technologies.

There were not so many devices that the workers used on a daily basis at work - smart phone, laptop, desktop computer, and tablet. The use of smart phone, laptop and desktop computer were not under the question, they are inevitable for work. A tablet, to be useful, requires selecting of apps for one's work or enjoyment, searching, evaluating, co-creating. Yet, the workers owned it or planed to purchase. However, none of them had a clear understanding of how a tablet can be useful in their work. They see a tablet as a device that requires learning about the use and potential of it. Otherwise, the use will be limited by entertainment. The company members did understand that they did not use the potential of new media to the fullest. Yet, when they talked about the use of new media in their working life, they talked more about practical use of it like storing the information and creating materials. The main

characteristics of new media – creativity, interactivity and freedom were not realized by all of them.

In the analysis I used the general names of the devices such as smart phone and laptop, not regarding to the brand of the device. However, in the company that I studied the Apple is a dominated brand. There are Apple desktop computers with big screens at the office, workers use iPhones, and Mac book Pro laptops. Talking about a tablet device, they always say "iPad" as if other brands of tablets do not exist. Owning the device of the certain brand builds up the culture of the company. Change consultancy company has the clients who aim to develop the business. The change consultancy workers orient people to the success stories. And the use of successful brands supports them in the success-oriented thinking.

The important result after the workshop is when the client feels inspired to execute changes in his or her own work and on the company level. However, it is a challenge to keep the inspiration instead of coming back to everyday work routine. And as this danger of loosing the motivation and inspiration occurs outside the meetings, it is a task of consultants to use new media technologies to keep clients inspired. The creative and innovative use of new media supports in taking care of clients, especially of their emotional state, enthusiasm and motivation. The idea of the "reminder" has appeared on the first pages of my field notes. Developing the idea of the "reminder" was one of my duties during my training at the company. And the "reminder" phenomenon has an important meaning in my research. The clients become excited, "hot" during the workshops but there is a danger that they might become "cold" after the workshop if there is no any kind of contact with them.

"Reminder" ("muistutus" in Finnish) is a word that was used by the company members and refers to any kind of new media materials or actions that are aimed to interact with the workshop participants after the face-to-face meetings. Change consultancy company by nature needs to be up-to-date with modern tendencies and even be one step ahead. Change consultancy workers can use new media technologies to create the high-level materials and make them personalized to make each client feel special and to feel that he or she is important to achieve the results of the whole company. The clients of the company are mostly stressed individuals who are overwhelmed with the work and who get a lot of emails each day. If change consultancy workers would use only email to communicate, their work might be not noticed among the other emails. They need to be more innovative in taking care of clients.

There is a need in some innovative, "fashion-forward", systematic, quick, high-level, personalized way of reminding clients about the experience that they have got when they met the consultants, the way that will give to the clients the feeling that they are treated in a good way, supported and not left alone with their new goals and the contribution of the each of them is important in achieving the goals and strategy of the whole company. The personalized nice-looking "reminder" applies to the feelings of the person to whom it is sent, to his or her memory of the meeting with the consultants. It is valuable to the client.

Consultants are very competent and professional in their work. They have achieved high results in conducting the workshops. However, they strongly feel that there is a lack in communication with clients after the workshop, a lack of something that would not let the clients become "cold". If the client gets excited because of any kind of the message that he has got from the consultant, and then may be even shares it with the colleagues, it is a big step in managing the successful change consultancy project. It is important that after the meeting with consultants clients put new knowledge into practice – new media support in maintaining the learning process outside the face-to-face meetings. The aim of "reminders" – keeping people motivated and encouraged to keep going, making them be proud of themselves, feel the success, share the success, get the satisfaction, realize the change.

It also gives the opportunity for consultants to get more feedback from the clients. The feeling of commitment is what consultants aim for, and when they get a response to the "reminder" they know that this important goal has been achieved. They do not get the feedback from the workshop participants so often – usually they communicate only with the contact person of the company. However, feedback is very important, it is important to know how much participants got involved in the new strategy creating process. It also keeps the connection between the consultants and the clients outside the face-to-face meetings, give clients the feeling that their actions and commitment are important for the whole project to be successful.

In addition to the function of keeping the clients motivated, "reminders" are also a useful tool for documenting. It does have connection to storing but new media give the opportunity to store more easily and creatively. Instead of keeping the flip charts papers at the office consultants can take pictures of them after the workshop or create the pages in the digital scrapbooking software. It gives the opportunity to store the materials in a form that stimulates "emotional flashbacks". When you see pictures and video with people from the seminar, the pictures of flip charts and the sticky notes, you refresh all the emotions and thoughts that you

have had during the seminar or other event, even the months and years after. It also helps in reporting to clients and in preparing to the next seminar. The use of new media also allow to share with the colleagues what have happened to each of them during the day, what new was learnt, and what ideas had a success. Consultants work most of the time separately outside the office. Sharing working ideas and experiences with the colleagues would save them form the double work, would give the feeling of the team work and the benefits of the team work.

Everyone in the company has the positive attitude towards technologies, the benefits of using them are in the minds. However, as the everyday life is complex, the process of new media adoption is also complex and dynamic. The discussion on fun and the use of new technologies vary from negative to positive. Many factors influence the process of adoption but at work it is especially motivating to start using new media when you see your colleague executing it successfully and benefit from them. The use of new media technologies at work is only a part of the working process but it can be a good "extra", be one of the professional tools of the consultancy workers but to be a powerful tool if they are used creatively and in an interactive way that influence the emotions, creates affects, make the experience more outstanding and memorable, allows easy-documenting and sharing.

New media tools should not make the working life of the company members be more complicated and stressful. In opposite, I want them to use media that they already use in their daily lives, but to use it more effectively and creatively and benefit from the opportunities they offer, and use it for communication with customers in the way that they need – exciting and emotional. The use of new media technologies is only a part of the working process, one of the many professional tools. However, it is quite powerful if it is used creatively and if it has a potential value, useful function in a working process.

6. DISCUSSION

In the introduction I wrote about the process of economic postmodernization with services and information as core elements of it. Now in the discussion part I want to mention that we as a society are on the way to a new and even more complex form - *a knowledge-based society*. Instead of things and goods, people are now more concern about thoughts and feelings, and mental efforts are privileged. Information and communication technology, knowledge-based economy, new knowledge are the elements of the new society. Term "knowledge" becomes to be more emphasized than "information".

New media technologies are widely used in a work place. It is not enough. "Smart" use of technologies is what is of a more importance. "Smart" use – critical and creative use - can improve learning experience. Media provide opportunities. But it is a task of humans to use it smartly. I am both positive and critical towards new media technologies. Having Internet in a pocket is what makes us to be a new type of human beings. Rethinking about new media is needed. Their possibility for power should be realized. And the idea of fun and joy is important - even for adults, even in a work setting. If change consultancy workers use new media in creating content that make people have fun and be effective at work at the same time, make them want to share the inspiration with the colleagues – the mission is completed.

In this particular research my focus was on the field of change consultancy. When the workshops are held, consultants play the role of facilitators and in a way teachers. Working in a field of education now, I see that the results of this work are also important for the field of education. Teachers are now also considered to be more than teachers but to be facilitators of the learning process. For instance, teachers can consider the idea of the "remainder" phenomenon in their communication with students. In addition, the results of this research are useful for the organizers of different scale workshops, forums, seminars and conferences. The positive affects that the organizers can create with the help of new media technologies before, during, and after the event, can have a considerable influence on the success of the whole event.

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Appendix I: The Interview Guide

SECTION A: INTRODUCTORY QUESTIONS

1. What are the places where you are working or doing something that relate to your work (office, client's workshop, home, transport, hotel etc.)?

2. How can you define the time that you spend working?

3. Does technology influence on your time and place of work? Has it changed if you look back in your work life?

SECTION B: EXPERIENCE OF USING NEW MEDIA AT WORK

4. How do you feel about using new technologies – is it easy or difficult, fun or annoying?

5. Which factors affect your willingness or unwillingness to use new media technologies or certain software?

6. Can you give me an example of your favorite moment – using technologies in your work?

7. Can you give me an example of a bad experience – using technologies in your work?

SECTION C: NEW MEDIA TECHNOLOGIES IN USE

8. Which digital devices do you use?

9. Which devices are most important to you and why? What software?

10. What kind of role do the digital devices play in your work life?

11. How intensive do you use technologies during the client workshops (for ex., showing videos, taking pictures)?

12. The level of using, understanding, and interest in new technologies is really different among company workers. What influences on that?

SECTION D: COMMUNICATION THROUGH NEW MEDIA TECHNOLOGIES AT WORK

13. Do you use social networks like Facebook to talk to your coworkers or clients?

14. Do clients contact you after the training? How?

15. What can be improved in your communication with coworkers?

16. What can be improved in your communication with clients?

SECTION E: REFLECTION ON SPECIFIC EXAMPLES OF THE NEW MEDIA USE AT WORK

18. What do you **think, expect, hope or fear about** the following examples of the new media use? If you do not use it, what do you think about the way other company members use it?

- o 53

- o iPhoto Päiväkirja

- o Personalised "reminder"

Appendix II: Platforms and Applications

Mind map creation software

       My choice. ThinkBuzan iMindMap (appstore category – ***Productivity***)

       Comments. It supports visual thinking. It simulates creating mind map. The platform supports in brainstorming ideas, note-taking during meetings or lectures, organizing tasks, creating and delivering presentations. Good-looking and easy to store and share. "Adding a touch of creativity on anything you do" (appstore). However, it takes longer time to create than writing on paper.

Presentation software

My choice. Prezi (appstore category – ***Productivity***)

Comments. The art of presentation. It can make you presentation be memorable for the audience. Alternative to Power Point. However, it is quite time-consuming.

Sketching and painting software

My choice. Paper by Fifty Three (53) (app store category –***Productivity***)

"Everything begins on paper" (app store)

Comments. Allows to draw, sketch, outline, write and color. Bringing information and ideas into life visually. Making persuasive informative good-looking visual drawings.

Photo-sharing, video-sharing and social networking

My choice. Instagram (app store category – ***Photo and video***)

Comments. Capturing and sharing of the meaningful moments. Filters – transforming everyday photos and videos into work of arts. Following people you know and inspirational Instagrammers. Breathtaking moments shared by creative people. Motivation.

Digital scrapbooking software

My choice. iPhoto web journal (Päiväkirja) (app store category – ***Photography***)

Comments. Photo documenting and emotional flashbacks**.** Digital scrapbook. Also allows a map showing where your photos were taken, the weather report on the day the photos were taken, or a note with a personal memory. Easy sharing by sharing the link to others via email.

Note taking software

My choice. Evernote (app store category – ***Productivity***)

Comments. A great workspace

Voice recording software

My choice. AudioMemos (app store category – *Business*)

Comments. No time limit in recordings, easy to store, good sound

Collage-making software

My choice. Pic Collage (app store category – *Photo and Video*)

Comments. "Create a visual response instead of just a plain text response" (appstore)

Poster designing software

My choice. Phoster (app store category – *Photo and Video*)

Comments. User-friendly. A good choice of templates.

Photo editing software

My choice. PS Express (app store category – *Photo and Video*)

Comments. Better-looking pictures

Mood Diary and Mood Tracker Software

My choice. VOJO

Comments. Does not exist any more for downloading.

My choice. MoodPanda (app store category – *Health and Fitness*)

Advantages. It "helps you track how you're feeling, with personal analysis, visualizations and interpretations of your mood" (appstore). Colorful graphs of your mood.

Daily task manager software

My choice. Any.Do (app store category – *Productivity*)

Advantages. Managing your tasks and collaborating with others to be more productive

Video editing software

My choice. iMovie (app store category – *Photo and Video*)

Advantages. Creating movies and sharing great moments

Website creation software

My choice. Weebly (app store category – ***Productivity***)

Comments. User-friendly application. Creating of the web-site is a matter of few clicks.
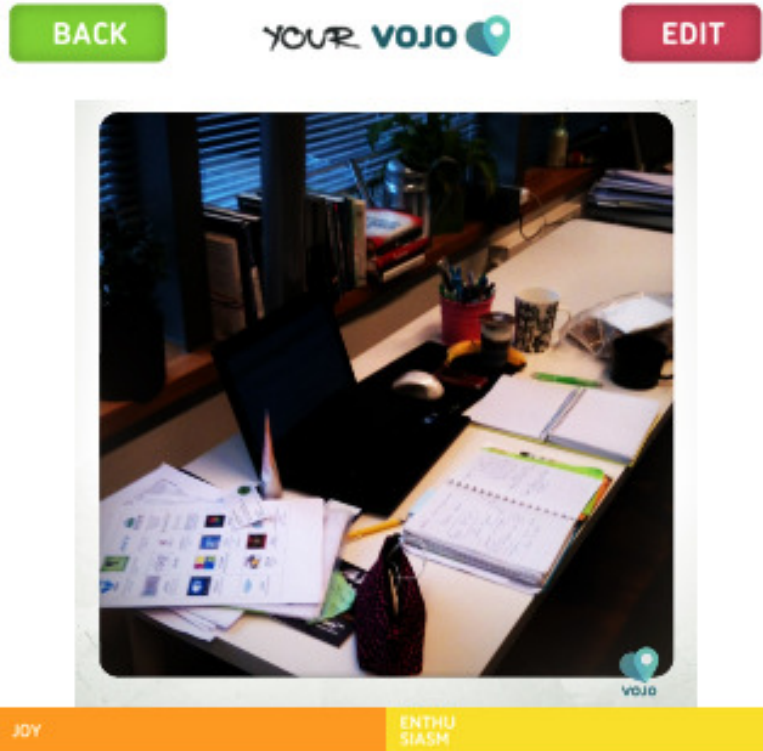

Presentation software

My choice. Office Sway (app store category – ***Productivity***)

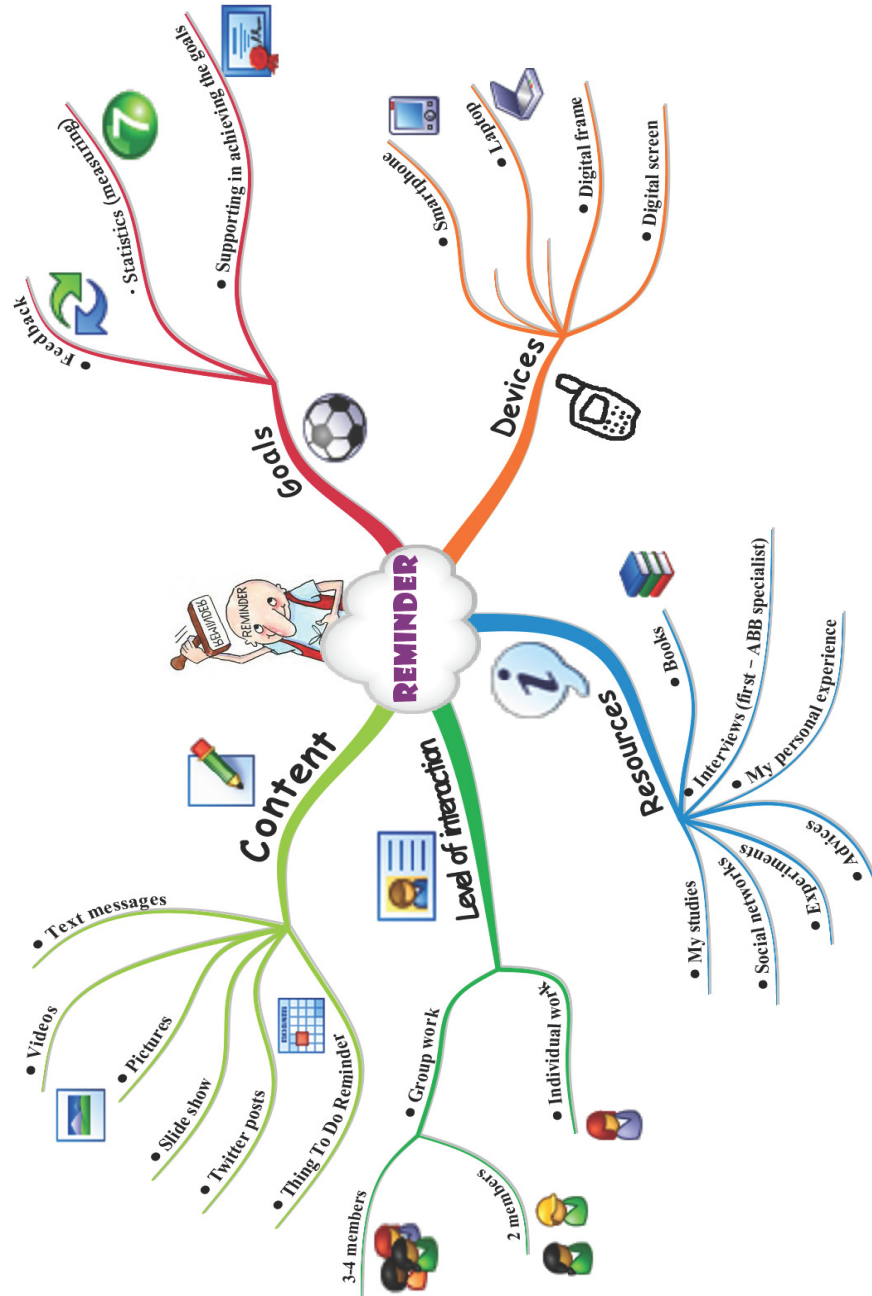Comments. Great example, eHealth conference, a summary of the two days sent to participants via email (https://sway.com/cVPC4DKMJxuBgMbA)

"Reimagine the way your ideas come to life". "An intelligent app" (appstore). Good sharing options.

Appendix III. "Vojo" stat.

This "VOJO stat" I have creating during one of my working days at the office. It is possible to say exactly – on the 16th of November. There is my office desktop on the picture with my field notes next to the computer. There are both notebooks that I used to write field notes and on the right from the computer the working materials – the list of the applications that I was testing. Under the picture there are two boxes with the name of emotions that I have chosen from the application list to describe the emotions that I have felt at this moment – "joy" and "enthusiasm". Under the "joy" box the date is written and there is a map of the place where the picture was taken. Under the "enthusiasm" box there is a place for writing notes. It is quite clear that the atmosphere at the office was very pleasant and that I enjoyed doing the observation.
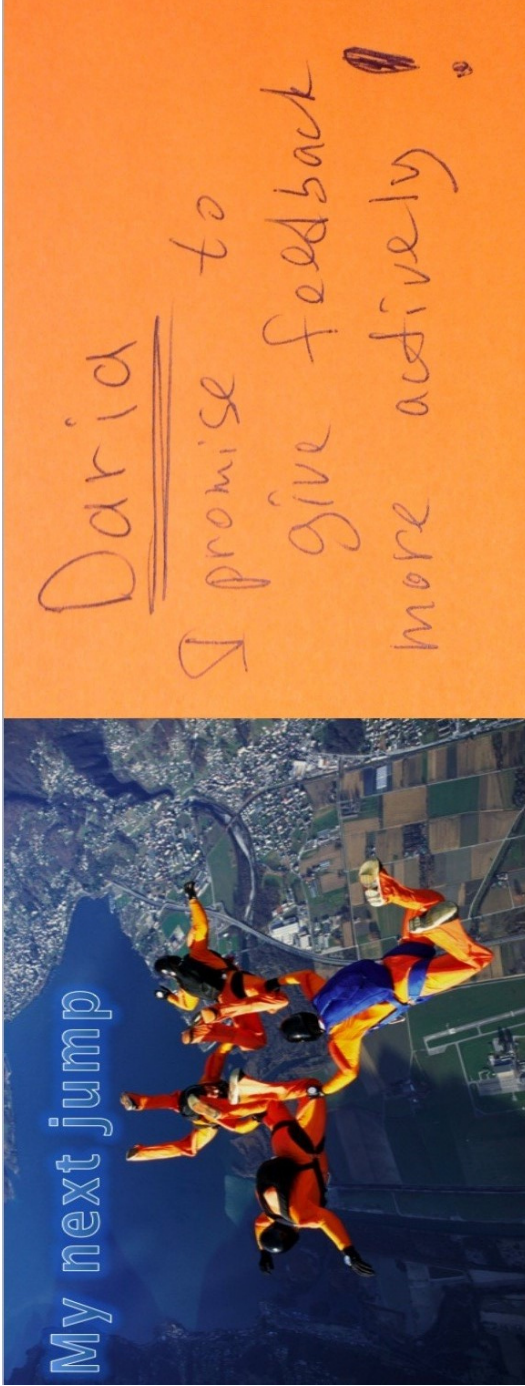
Appendix IV. Mind map

Appendix V. 53

Example from the app official website. Internet source:
http://www.techedon.com/2012/03/30/app/tech-the-microsoft-courier-lives-on-53-releases-
paper-for-ios/ Consulted 23.04.2015

Appendix VI. "Reminder"

Appendix VII. "Reminder"

"We can choose our thinking"

"The task is to change people's behavior"

"Concentrate on success instead of problems and challenges"

"we can only learn from mistakes that we survived"

"Mutual Trust"

To Raise Standards

"The Culture Renewal requires understanding and respecting the current culture"

ideal meeting →

5 minutes in the end of the meeting the discussion on how did we succeed with the new meeting rules?

!! iCELAND !!

notebook for our training sessions ↑

notebook for your daily thoughts