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HOW DID SCIENCE4YOU MANAGE PEOPLE THROUGH
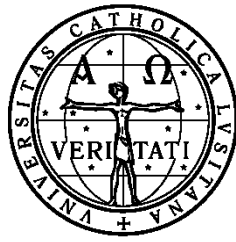COVID-19 INTERNAL CHANGES? A CASE STUDY.

Dissertation submitted to Universidade Católica Portuguesa
to obtain a Master's Degree in Communication Sciences
with specialization in Communication, Organization and
Leadership.

By

Catarina Conde Martinho

Faculdade de Ciências Humanas

September 2021

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ABSTRACT

This dissertation aims to study the way the changes processes were conducted inside a company and the importance of workers' engagement during those changes. The example that will be analyzed will be the company that started as a Portuguese start up, Science4You.

During Covid-19 pandemic a giant crisis got installed in the whole world and companies had to reinvent themselves by changing their internal and external way of working. In this project, the way internal changes were approached by the company leaders, and perceived by the workers, will be taken into consideration and explored. The main goal is to try to prove that workers' engagement during changes processes is crucial to its success.

This dissertation is designed as a case study and resort to a mixed approach. To understand what/ when/ how/ why the changes were applied and communicated with the rest of the Science4You team, there was an interview with the company CEO and five other employees (heads of departments). In order to have some perspective on the workers' side regarding this process of change, sixty one anonymous surveys were answered from a universe of one hundred and twenty employees. The objective with the survey is to determine if the employees were aware of the changes, if they were engaged with it, and if they followed the new protocol imposed by their leaders.

The interviews and surveys proved that the majority of employees believe the change process was successful. On the other hand, the plurality of the sample would have managed the process differently.

For companies who decide to implement changes in their way of working, this dissertation presents the importance of creating a sense of commitment among the workers to be successful with those changes.

Key-words: Organizational communication; Internal communication; Organizational change; Covid-19.

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INTRODUCTION

Organizational change[1] is part of the quotidiane enterprise experience nowadays. Companies often feel the need to change to accompany their concurrence. However, as it is becoming a more regular procedure among organizations, it is necessary to understand how to conduct it towards success. With Covid-19 pandemic, all business structures saw themselves obliged to change their way of working, either externally or internally. Throughout this project, only the internal perspective will be studied. A change inside an organization can have either positive or negative outcomes, and the way it is conducted, communicated and structured influences those outcomes. As the world keeps updating, companies need to follow, and organization change will continue to be a contemporary theme of study.

When a researcher chooses what to study, the subject must be of his/her interest, and, in this case, organization change has been a field of interest for me since the second year of my social and culture communication degree in Universidade Católica. The way a process like change needs to be managed, and the influence employees engagement may have for its success, is something that I, personally, truly find interesting to explore. Since I started my masters in the same institution, I have been simultaneously working in a tourism start up and my curiosity for these kinds of businesses have been growing along the way.

A dissertation must analyze a current theme, and Covid-19 is a pandemic that appeared less than two years ago and continues to affect the world in terms of public health, economy, socialization, among many other variables. Being a first viewer on the impacts SARS-CoV2 had and continues having in small and medium enterprises, I decided to study the change process inside a startup company that is now the largest in Portugal in their sector. With the aim of being as impartial as possible regarding my research project, the company chosen to study is not the one I work in.

This dissertation project aims to contribute to the organizational communication field. It is designed as a case study model and intends to understand what and when were the internal changes applied in Science4You company during the Covid-19 pandemic and how they were managed. This dissertation starting question is "**How did the company**

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[1] Will be approached in the 1st chapter

Science4You manage people through Covid-19 internal changes?" and will be answered throughout this project development.

Science4You started as a final degree project idea and evolved to a company with the help of support programs in 2008. It is one hundred percent Portuguese, and is an organization that develops toys always related with Science to boost the children's enthusiasm for this area. In 2009 they started to expand their market internationally, betting in the Spanish retail. Today they are present in all continents apart from Antarctica and their growth has been notable. The company has already overcome the number of employees required to not be considered as a start up in Portugal, and, due to the pandemic, they returned to the small and medium enterprise status.

As stated earlier, organizations nowadays are constantly facing change, and a company that achieved all these outcomes, has to be always updating their working ways and finding approaches to respond to their market requests. An enterprise like Science4You has to have a well defined internal structure to face the demands they hold. Like any other company during the pandemic, readjustments and alterations had to be applied. What will be studied is the change process inside the organization, its management, communication and outcomes.

The first part of this dissertation is dedicated to develop the theoretical framework of the matter aimed to be studied. In the first chapter of this master thesis, organizational and internal communication are the themes approached. It is through this theoretical part that the organizational atmosphere will be studied in order to capacitate the author and readers to proceed with the investigation by acknowledging the business environment and its in and outputs. After some background on this matter, a chapter about organizational change is developed with the intention of understanding the need for change and how to manage it in the enterprise world towards successful outcomes. After reviewing these topics, an analysis on small and medium enterprises is introduced. In this chapter, these types of companies are defined aiming to reflect and to recognize Science4You characteristics as a company.

In the second, and empirical, section of this dissertation project, the methodological chapter is developed aiming to explain all its investigation steps. After this chapter, there is one other fully dedicated to exploring Science4You as a company.

To obtain answers to the starting questions, interviews with the company CEO (Miguel Pina Martins) and other five employees are presented as a way of understanding what changes were implemented, when and how, and try to understand each individual's experience during the phenomenon. The interviews also seek for perspective regarding the general employees experience throughout the change. Anonymous surveys are also applied to obtain a more broad opinion about the change approach.

In the final chapter the results obtained, through the interviews and surveys, will be presented and discussed following the guidelines acquired in the theoretical chapters. In this part of the master thesis is where the phenomenon study is understood in Science4You universe, and where the theoretical work combines with the practical targeting a valid conclusion for the project.

PART I

1ST CHAPTER – ORGANIZATIONAL AND INTERNAL COMMUNICATION

This chapter aims to understand what is organizational and internal communication and what is their importance for any kind of company. Both these concepts finish with the term communication, which is a word that everyone is familiarized with. Souza (2010) shared that messages can be passed through gestures, body language, noises or words, as it is nowadays. Communication is a concept that people hear everyday, and exists in the most varied ways and formats. Nevertheless, communication is a science and has a logical way of being executed, there is always a "Sender, who is responsible for selecting - or encoding - the information that will be transmitted by a channel to a receiver, which will interpret and give meaning to the original message - that is, decode it" (Carramenha, et al., 2013: 20). It is important that the communicator sends his/her message in a proper way for the receiver to understand the information that is being transmitted.

An effective communication is significant for managers inside organizations because it will guide leaders and managers to plan, control, organize and lead, in other words, it assists them to perform their responsibilities in an improved way. Ricardo (2008) admits that organizational communication involves a process through which the members of an organization take into account pertinent information about itself, making it circulate internally and externally. Internal communication is responsible for informing the internal public of an organization, what will display relationships and interactions between different organizational agents. In conclusion, both concepts, if well executed, are fundamental for an organization's success.

1.1. Organizational communication: main aspects and definitions

The abstract concept of organizational communication is rather hard to establish because "one of the problems in defining the term organizational communication is that we are dealing with two phenomena—organization and communication—that are individually extremely complex" (Kuhn, et al., 2018: 37). However, and despite this difficulty in defining organizational communication, the author also defends that it is present in our quotidiane as "human beings are communicating, organizing creatures, and we define

ourselves largely through our various organizational memberships and communicative connections" (Kuhn, et al., 2018: 3).

Organizational communication is present in our daily life through the most diversified actions. It does not only exist inside organizations, but outside them as well: when we belong to a debate group for example, we need to communicate with the group itself and also with people outside it in order to be coordinated amongst each other, like a team. Regarding organizational communication in the business atmosphere, the exchange of information between people, deeply relies on the context and the culture[2] inside the company.

According to Chiavenato (2004), when there is good organizational communication between employees, a spirit of mutual help is easily built, which facilitates the accomplishment of the work and overcomes difficulties and obstacles. The meaning associated with the workers' behaviour is a very important aspect to take into consideration. When talking about organizational communication, some aspects must be considered, for example it involves a multiplicity of audiences and members, both internal and external. Therefore, it should be considered not only an internal communication, but also a form of external communication. "Organizational communication constitutes a macro area, insofar as it studies and proposes solutions for all communicative dimensions of organizations, based on the recognition of the very process of organizing" (Ruão, 2014: 33).

Approaching the audiences and members referred to in the previous paragraph, it stands for concepts such as leader, manager and stakeholder. Zaleznik (1977) supports the idea that it is not impossible for a leader to be a manager or the other way round. However, he defends that it is rather complicated because both positions have different parts to play and different goals to achieve. "Managers and leaders differ fundamentally in their world views. The dimensions for assessing these differences include managers and leaders' orientation towards their goals, their work, their human relations, and their selves" (Zaleznik, 1977: 70).

According to the author, managers "...tend to adopt impersonal, if not passive, attitudes towards goals. Managerial goals arise out of necessities rather than desires, and, therefore, are deeply embedded in the history and culture of the organization" (Zaleznik,

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[2] Subchapter 1.1.2 will approach this subject.

1977: 70) while leaders work "...to develop fresh approaches to long-standing problems and to open issues for new options" (Zaleznik, 1977: 72). A Leader is the one who "develops the company's competencies and processes, strengthening the company's brand" (Medeiros, et al., 2010: 202). With the same perspective arises Kotter in his work *What leaders really do,* the author believes that leadership and management are two different fields that complement one another (Kotter, 1999).

Regarding the last concept, stakeholder, "(…) means he, or she, who has a stake in something. More broadly, it means someone who participates or 'takes part' in something" (Boucher, et al., 2016: 1). In the organizational atmosphere, this term "... defines individuals and groups of individuals indispensable to the survival of the firm and who are either consulted or participate directly in decision-making processes or arbitrage" (Boucher, et al., 2016: 1). Stakeholders are fundamental for any organization's success because they influence the whole business. It is a mistake to think of them as just audiences regarding change and not as agents who are and have a valuable and important role for the organization (Lewis, 2020).

Information inside an organization must be properly communicated, trying to engage the employees during the process with what is being announced to keep them focused on success. Even though a message is well passed, the outcomes[3] may not be as positive as expected due to the fact that the same engagement approach may not motivate all the employees equally. Authors as Keyton (2005), Smith and Mounter (2008) and Neiva (2018) defend that organizational communication involves a variety of audiences and members, both internal and external. Thus, it should be considered not only an internal communication, but also a form of external communication. Organizational communication deals with the flux of information that comes from the inside to the outside, but also with the one that is made inside through people that belong to the organization itself. Organizations in general, as sources of information for their audiences, should not think that all their communicative acts have positive effects or that they are understood and responded to in the expected way because "...organizational control is never a simple cause-effect phenomenon (like one billiard ball hitting another); it often produces creative employee responses that produce unintended outcomes for the organization" (Kuhn, et al., 2018: 9).

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[3] Outcome: "The result of something"

The secret to achieve success in the organizational field is "...communication excellence. Communication systems within organizations (...) are responsible for solving increasingly complex problems creatively" (Shockley-Zalaback, 2015: 4,5). Companies must truly value the importance of this sector in their organization, and not only resort to it when there is a crisis going on inside its environment because "without communication, there can be no organization, management, cooperation, motivation (…)" (Pinha e Cunha, et al., 2003: 354).

Nowadays there are people who specifique study to work in the field and most companies truly value the area. "This evolution demands professionals specialized in journalism, public relations and marketing, making the figure of the press officer or public relations professional as manager of the organizational communication policy disappear" (Kunsch, 1997: 96). In contemporary times, organizational communication appears in a much more complex context in the scope of both organizations and society. The challenges to be faced by those involved are great and in a society in constant change, where global uncertainty is leading the way. Communication inside companies no longer has just a technical function, but instead, a strategic one because they need to be strategically thought and implemented. From here comes the necessity to gather the marketing area with the public relations field and with the journalism world, to achieve a more embracing vision of it.

In conclusion, organizational communication:

"(...) provides direction to the organization and its members. It provides answers to all questions, clears up confusion, provides guidance and motivates all for the attainment of organizational goals. It builds professional relations, minimizes conflicts and fosters cooperation. It helps the organization to enforce rules, regulations and norms, and maintain discipline" (Gochhayat, et al., 2017: 3,4).

This field is deeply important inside an organization, it will be what will reinforce stability among the company and secure the internal and external relationships.

1.1.2. Organizational Culture

Organizational culture is what defines how the organization conducts its business and how it treats its customers and partners. Edgar Schein (2004) affirms that culture is a phenomenon that surrounds us daily and at all times being decreed and created by the actions of the individual and his interactions with others. It is modified by leadership behavior and a variety of routines, structures, rules and norms that guide and contain the behavior. Another similar perspective is that culture is "a value system shared by the members of an organization that differentiates it from others" (Robbins, 2011: 501). Allying Scheins' idea of creating their own DNA that will serve as a kind of motto for the organization behaviour, with Robbins approach of differentiation through culture, organizational culture is what shapes the "persona" that a company aims to be and differentiates it from others.

As communication, culture is present in our daily lives. Like a person, an organization has a "personality" as known as its culture.

"If the total set of shared basic assumptions of a given organizational culture can be thought of as its DNA, then we can examine some of the individual genes in terms of their centrality or potency in forcing certain kinds of growth and behavior, and other genes in terms of their power to inhibit or prevent certain kinds of behavior.". (Schein, 2004: 21)

Organizational culture is what attributes value to a company, and each of them can draw their own approach according to what they expect the customers to think of them. It is very important for the culture to be a constant in the organization behaviour for it to be credible and to create a sense of trust among the clients.

"The culture of a group can be defined as the accumulated shared learning of that group as it solves its problems of external adaptation and internal integration; which has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, feel, and behave in relation to those problems. This accumulated learning is a pattern or system of beliefs, values, and behavioral norms that come to be taken for granted as basic assumptions and eventually drop out of awareness" (Schein, 2017: 21).

However, and according to Freire (1999) culture must exist in people and not outside of them, it should be an internalized relationship between the object and the person. The culture inside a company must be known by all people, especially the leaders and the

employees. It is crucial that the employees not only know what the company culture is, but that they act in conformity to it.

Bilhim (2006) also shares his thoughts regarding this concept and according to him the organizational culture can be analysed following a few aspects. First, the visible and tangible aspects such as the architecture of the buildings, the technology used, the clothing, the way of speaking and behaving, the Company's publications - especially those of internal communication; Second, the values, which, in order to be recognized, require a greater level of awareness on the part of the organization internal and external public; And last, the basic operating assumptions which are many of them, taken as indisputable and even invisible at first glance by the company's audiences. The author brings to the table the visible and tangible aspects responsible for the first opinion about an organization. When people enter a restaurant they will easily link the restaurant aspect to the food quality, if the tables are not cleaned or if the restaurant employee is not presentable, people, unconsciously, will have a bad impression of it, even if the food is tasty. That is why a company presentation is so important to develop a "first" feeling of trust between customers. Then, after the seed of trust among the clients is planted, it needs to be watered, this is, the organization must continue to provide evidence proving their public can rely on them, that their service works on a daily basis by acting in accordance with the organizations' culture.

Two companies that sell the same product and have the same style of business, do not have the same organizational culture. As Schein stated

> "One of the most mysterious aspects of organizational culture is how it comes to be that two companies with similar external environments, working in similar technologies on similar tasks and with founders of similar origins, come to have entirely different ways of operating over the years" (Schein, 2004: 225).

Each company creates its own culture taking into consideration their values, their mission and their vision[4]. It is not only about the product they are selling, it is also about the way they are selling it and the service they provide.

The building and maintenance of a culture is not spontaneous. The leader's vision and mission reflect his own values and beliefs and that is what leads to the creation of the

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[4] These concepts will be approached in subchapter 1.1.4

organization culture. (Adkins, et al., 1994). Agreeing with this approach, comes MacQueen supporting that

> "Organizational culture is constructed with and through the narratives and conversations that we share with each other (the anecdotes we tell, the expressions we use with each other, how we treat each other, how we think about what needs to be done in an organization, etc.). All of these are carried by the stories we tell that communicate the meaning of what happens in our organizations day to day" (MacQueen, 2020: 7).

On the other hand, comes Schein defending that

> "Culture is created in the first instance by the actions of leaders; culture also is embedded and strengthened by leaders. When culture becomes dysfunctional, leadership is needed to help the group unlearn some of its cultural assumptions and learn new assumptions" (Schein, 2004: 414).

"Culture needs to be adopted by the company, under the penalty of hostage to your employees" (Brum, 2003: 1001). All the companies' employees must know and identify themselves with the culture inherited with the organization and act accordingly to it. Their way of working must spin around it. "Organizational culture is an integral part of an organizational system. It is an element of every organization, dynamically interdependent and interconnected with all of that organization's other elements" (MacQueen, 2020: 197). Following MacQueens' thought on the definition of organizational culture, it is something that all organizations have and must develop aiming to be connected to that culture in a positive way. The culture, if well implemented in a company environment, will also be what unites it and characterizes it.

Below there is a scheme about organizational culture that relates all the topics mentioned before.

Figure 1 - Organization culture profile

Source: Adapted from O'Reilly, C. A., III, Chatman, J. A., and
Caldwell, D. F. (1991).

1.1.3. Organizational identity

As organizational culture, its identity is deeply important to establish and respect as it is a set of ideas that must be lasting and the different members inside a company, from leaders to their subordinates, must know and consider them relevant because those ideas will influence their behaviour. "identity is always constructed and enacted within a cultural

context" (Moingeon, et al., 22: 2002). Both organizational culture and identity are correlated between them and essential for a strong organizational essence.

In contemporary society, where everyone can easily communicate and make themselves heard, organizations are constantly fighting to outstand themselves what can provoke a loss of identity on that climb to the top. It is essential that this does not happen, the identity of a company must prevail along with their business tactics and communication. Ruão (2015) defends that the first function of communication is to determine how the organization wants to be perceived by different audiences, and therefore, which identity it chooses for itself. The positive aspect in the identity of an organization is that it can be created and shaped by the company according to what they aim to be and become.

Organizational identity also expresses the unique individuality of an organization in the eyes of its members (Seruya 2009). A persons' identity is what defines him/her and distinguishes him/her from everyone else. The same thing happens with the identity of an organization, it is always unique for each one. A person who claims to be a non prejudiced self, must not judge someone by their skin color, by the number of tattoos or piercings, or their weight for example, because if she/he does, will lose their credibility among the others. In an organizational environment the logic is the same. If a company states itself against pollution, all the actions their business requires, must follow greener approaches that will not contribute to the growth of that problem.

Nowadays, companies seek for people that share the same values and vision as the organization. They are looking to hire a person that fits in the companies' atmosphere and environment and that acts accordingly to what they defend. Chiavenato (2004) highlights that organizations look to people for aspects such as: focus on the organization; focus on the organization's future vision; customer focus; focus on goals and results; focus on continuous improvement and development; focus on participatory and team work; commitment and dedication; talents, skills and competences; training and professional growth; ethics and responsibility. Following this thought comes Bowen (1991) who believes that in the recruitment process, organizations want to find people with a profile adjusted to the characteristics and values of the company, and no longer just with qualifications for a certain function.

In this competitive society we live in, the distinction of identities between organizations is real. The identity of a company is only possible because other companies exist and they can be comparable by the customers. "Identity is, therefore, comparative, relational, positional. In other words, it only exists and makes sense by comparison with other organizations" (Gomes, 2000: 121). An organization identity is what differentiates it from others, what can give them preference by the public, or the other way round. It is vital that its identity remains trustworthy to maintain peoples' trust in the company, and, consequently, increase the sales. Also, an organization's identity and its culture are indassociable from each other, and "culture can only be changed when identity changes" (Chun, 2005: 97). The identity is more influenced by the outside and is something conscious and reflective.

1.1.4. Mission, vision and values

There are some important pillars that can be used to create a culture inside a company that helps guiding the employees and the leaders towards the same goal. "In the past two decades, organization leaders have begun to speak with religious zeal, using words like 'mission', 'vision' and 'values'. They refer to 'purpose', 'strategic intent', 'practices...'" (Davidson, 2006: 18). The Organization's customers and its stakeholders will identify themselves with the company's philosophy. Therefore, all Organizations have their values, their vision and their mission.

The Journal of Management and Organization launched a review in 2012 where they formulate a question regarding the mission of a company "are mission statements only 'fashion fads' or serious strategic tools?" (Braun; et al., 2012: 430). Following this question they explained, through Bartkus, Glassman and McAfee words, what is indeed the mission of a company:

> "...it has been widely assumed that mission statements (1) facilitate coherence within the organization by providing direction and purpose; (2) serve as a control mechanism; (3) constitute a guide for organizational decision-making; and (4) give a meaning to work that inspires and motivates organization members" (Braun; et al., 2012: 430).

If Nestlé company is taken as an example, they inform in their website that this "unlocking the power of food to enhance quality of life for everyone, today and for generations to come." is their purpose. With this information, the mission inside a company is the reason why it exists, it is what motivates their workers to do their job, a very important aspect to convince the client to consume, and a vital one to engage the company's stakeholders with their purpose.

Regarding values, "...values need to be centred not only on motivating employees, but also on giving superior value to customers. Achieving this will be rewarding to investors" (Davidson, 2006: XI). As for the mission, values, if "...effectively practised, build commitment among stakeholders" (Davidson, 2006: 6). Values should influence all the decisions that are made inside the company, there must be some coherence between what the organization claims to behave like, and how they truly behave. Repeating Nestle's example once more, they say that "guided by our values rooted in respect, we want to shape a better and healthier world. We're continuing the legacy of our founder Henri Nestlé who created a life-saving infant cereal more than 150 years ago."

According to Marcelo Antoniazzi Porto "vision must reflect a desired future scenario" (Porto, 2008: 3). Using Nestlé as an example again, they state that

> "We have defined three overarching ambitions for 2030 which guide our work and support the UN Sustainable Development Goals. - To help 50 million children to have a healthier life, to help improve the life conditions of 30 million people from the communities where we operate, and to achieve zero environmental impact with our daily work."

The vision of a company must represent the main goal they want to achieve, it is their strategic intent. It is important that the objective is realistic and coherent because that will motivate the coworkers to conquer it.

"A shared sense of purpose, direction and strategy can foster organizational identification and strengthen organizational members' actions towards organizational vision enhancing" (Gochhayat, et al., 2017: 3). A strong feeling of belonging to a team where people fight together aiming the same goal and tracing the way following the companies' sense of culture and identity in the organizational environment, is one of the keys to achieve success.

1.2. Internal communication

This field of communication is in charge of the flux of information between the company workers and leaders, it has a great level of responsibility in trust development and employee commitment.

> "Internal communication portrays the values of an organization with regard to employee inclusion or exclusion in problem solving and decision making. Although most employees experience the organization through a set of peers and a leader, internal communications help employees experience the larger organization. As such, internal communications are pivotal to developing trust in the competence of the entire organization" (Shockley-Zalaback, 2015: 360).

Inside the world of organizational communication, there is internal and external communication. External communication is all the communication the company develops with their various external publics. Regarding internal communication:

> "There are three fundamental building blocks to any internal communications program: hierarchical communication, where CEOs, vice presidents, directors, managers, and frontline supervisors play a key role in the communications process; mass media communications, where newsletters, e-mail, videos, blogs, and other vehicles reach broad employee audiences; and, most often overlooked, the non formal networks of invisible communicators that exist in every organization" (Gillis, 2006: 205).

Internal communication is responsible for passing relevant messages inside the company, either between the leaders and the employees, or the other way round. "People need to relate to each other, they need a support system and work linked to a greater purpose. When we deny these needs, they resist" (Wheatley, 2006: 36). Internal communication is the basis of a company's work. The internal public can be considered the microenvironment of a company.

Villafañe (1998) argues that the main function of internal communication is to "Structurally support the business project, whatever the company's strategic orientation in terms of management" (Villafañe, 1998: 243). Complementing Villafañe, Pimpão (2013) believes that

> "Internal Communication can be defined as a set of processes through which a company is created and developed and its own identity. This concept encompasses

actions that seek to inform the internal public, creating vertical and horizontal relationships within the company, with the objective of facilitating not only the production, circulation and management of information, but also the relationship and interaction between all intervenients" (Pimpão, 2013:10).

According to the author, it is important to distinguish information from communication. Information turns out to be "the content used in communication, however communication is more than content" (Pimpão, 2013:11). The information does not wait for an answer from the one who receives it, whereas in the communication the reaction of the receiver is important and must be taken into account. Communication is more than the information because the way the message is passed counts as well, the body language and the tone for example are important aspects that weigh in this process. As Pimpão, Zalaback supports that it is crucial for an internal message to be well structured and passed, according to the author, it must be professionals to deal with it.

> "The function of internal communications (...), although often dealing with the subject matter of daily interactions, is planned and formalized communication prepared and disseminated by communication professionals to and for internal organizational members" (Shockley-Zalaback, 2015: 360).

Internal communication is the basis for the creation of trust[5], credibility[6], transparency[7] that ends up praising the team spirit, and that, in turn, ends up influencing the behaviors of employees regarding the development of their functions and activities in the organization. Thus, internal communication can be known as a "system of interactions where the sharing of meanings, in group, interpersonal and organizational terms, reflects the concept of each company and serves as a reference to the behavior of its employees" (Brandão, 2014: 152). This type of communication tries to instill in people an identification with the organization's values, ultimately resulting in motivation and a feeling of belonging and participation, and, all of this, originates commitment from the employees, leaders and stakeholders. Internal communication is a determining factor for

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[5] **Trust**: "(...) is the belief in the exchange partner's competence to perform a specific task under specific circumstances" (Yee and Yeung, 2010: 145,146).
[6] **Credibility**: is a concept connected to the sender and refers to the magnitude to which an object is considered to be a reliable source of information, products or services (Maathuis, et al,. 1999).
[7] **Transparency**: "The deliberate attempt to make available all legally releasable information—weather positive or negative in nature—in a manner that is accurate, timely, balanced, and unequivocal, for the purpose of enhancing the reasoning ability of publics and holding organizations accountable for their actions, policies, and practices" (Rawlins, 2009: 75).

employee motivation and satisfaction. Poor internal communication causes a greater inability to perform tasks with the highest quality, creates bad interpersonal relationships between employees and their leaders, as well as an inability to transmit true and sincere information.

According to Villafãne (1998) increasing trust, communicating efficiently and effectively, keeping employees informed, sharing common values, having a sense of belonging and improving the credibility of the company's image are the main objectives of Internal Communication. This area of communication also aims to enable people to build an environment in which they can feel comfortable and happy, thus leading to self-motivation. Keeping the employees motivated is a step to success, and it is important to know how they can be engaged with the cause. As Villafãne, Kuhnke (2013) also believes that a well implemented internal communication is the basis for the creation of trust and engagement among the company staff.

Communication can be understood as one of the biggest organizational management mechanisms, as it is structured in two types of human networks with certain goals to achieve: the formal and the informal. Most companies adopt the first type of structure where "The relationships that services and their workers must maintain among themselves, defining how they can and should communicate" (Tavares, 2011: 265). In the formal approach, there is a hierarchical regime and the message sender is always known and usually the information comes from above. Regarding the informal structure "flows in any direction of the organization without having to obey (...) characteristic levels of authority" (Pereira, 2006: 51). This structure is a system of personal and social connection, this kind of information runs through the hallways, elevators and desks. The message author may not be known and it is usually that kind of information that is not so important to share. For example, in a building, if there is a gas inspection, the building administrator will probably choose a formal approach to communicate that with the rest of the building residents by posting an announcement on the building.

Regarding the formal flow of communication, there are the upward flow, the downward flow, the horizontal flow and, with the emergence of new technologies such as the intranet, the transversal flow. Following Rego e Cunha (2005) the downward flow usually prevails in business communication through the information that is created in high positions and that is transmitted to employees through the most diverse channels -

company newspapers for example. Concerning the upward flow, Rego (2007) supports that it is executed in the other direction through clarification requests, suggestion boxes or even petitions. It is based on a bottom-up communication, that is, from the employees to the leaders. The horizontal flow runs through the entire organization in its daily life most of the time through communication between sectors, and, the transversal flow, is the one that finds a way to subvert hierarchies, allowing messages to be passed between different departments, especially in projects where more than one sector is involved (Freixo, 2012).

In conclusion, internal communication must be developed by professionals and is the instrument that will maintain all the workers inside a company with the feeling of belonging, and, therefore, motivated to achieve the same common goal. This field contributes to "that all employees of the organization have a shared view on organizational activity (…) "(Pereira, 2006: 16).

1.2.1. Employees necessities as a key to success

Motivation is "the set of energetic forces that originate both in the individual and outside, and that give rise to work behavior, determining its shape, direction, intensity and duration" (Pinder, 1998: 11). Another perspective is that motivation are "The internal psychological forces of an individual that determine the direction of their behavior, their level of effort and their persistence in the face of obstacles" (George and Jones, 1999: 183). How can company leaders motivate their workers in order to bust peoples' work and its quality and duration? Some authors wrote about this topic trying to understand what could improve the employees work, Abraham Maslow was the responsible for the hierarchy of needs theory, one of the most known among the specialists.

According to the author, people's needs are at the base of the pyramid and influence their behavior, "Unsatisfied needs are the main motivators of human behavior" (Pina e Cunha, et al., 2003: 104). He also defends the need for each organization to know "(...) how to create conditions so that the positive character of the human being can express itself" (Pina e Cunha, et al., 2003: 104). The *Maslow's* pyramid of the hierarchy of needs is represented next:

Figure 2 - Maslow's pyramid
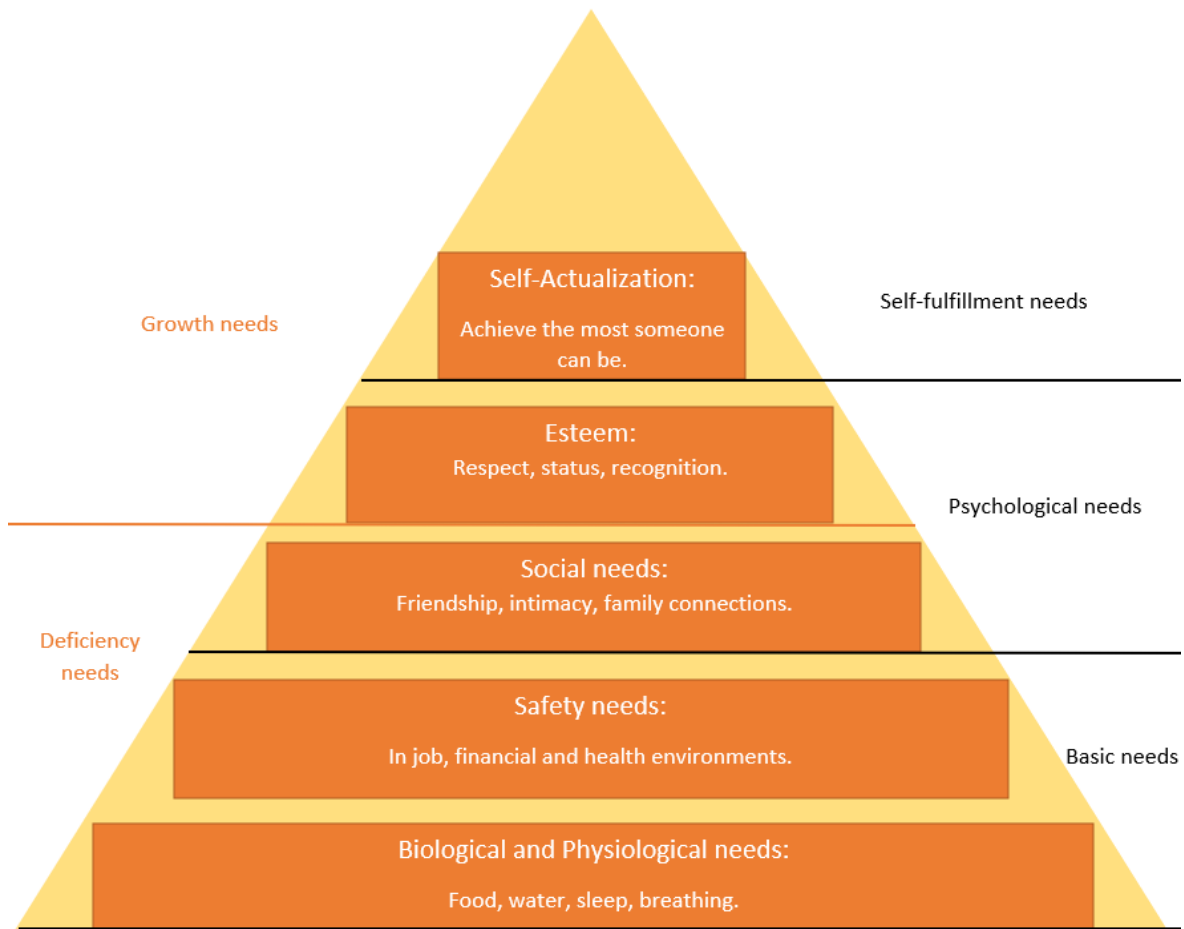
Source: based on Pinha e Cunha (2003)

The pyramid Maslow develops must be red from the base to the top. The higher step in the pyramid is represented by the self actualization needs and it is different from person to person because everyone has different capacities and desires that will provide self fulfillment. Next, comes the psychological needs that are divided in two steps: the self esteem step where people seek for realization among the work they are developing, and for recognition from others. And the step of the social or loving needs where people look for interpersonal relationships and reciprocal feelings. The basic needs come after and also divided in two: the safety step on the pyramid represents the safety in the maintenance of the job for instance. And the physiological one represents for example hunger or thirst (adapted from Pina e Cunha, et al., 2007: 156). According to this hierarchy, if "the needs

of a certain level" (Pinha and Cunha, et al., 2003: 104) are satisfied, the needs immediately afterwards, may arise. When a lower-level need is achieved, the next one in line can be aimed. Regarding the lower-level needs again, Maslow thought of them as deficiency needs and found them important to avoid unpleasant feelings. The author also compares the higher-level needs to growth needs and saw them as instincts that people have to improve/grow as a person/professional. Maslow noted that this hierarchy is not always the same for everyone, some people prioritize self esteem to love, because people are different from each other and have different perspectives and different notions of accomplishing happiness. The author defends that the people's behaviour can be influenced and improved if the pyramid steps are conquered, and this can be adapted into an organization environment. If the employees are happy and achieving what they pursue, their work rhythm and quality will be automatically busted as well.

The theory of ERG that stands for existence, relatedness and growth has some resemblances with the Maslow theory. However, they differ on the number of needs and on their flexibility. According to Alderfer, who is responsible for this theory, "it is possible for a person to feel motivated simultaneously by needs at various levels" (Pina e Cunha, et al., 2003: 105). In this theory there are three needs: the need of existence, the need of relationships, and the need of growth. A pyramid comparing the vision of both authors is presented and analyzed next.

The first necessity can be related to the physiological and safety needs that Maslow settles. The need for relatedness on Alderfer approach can be connected with the social and esteem needs described by Maslow. Finally, the need for growth from the ERG theory relates with Maslow's self realization need (Pinha e Cunha, et al.: 2003). Both theories aim to explain human behaviour that is affected by motivation and obey an hierarchical form. Nevertheless, they differ in the number of necessities, while Maslow points five of them, Alderfer only structures three. The first author believed that each need is fulfilled one at a time in ascending order, and the second supports the idea that more than one need can be fulfilled at the same time.

Frederick Herzberg was one of the authors to contribute with a perspective called the two-factor theory. According to him there are two types of factors: the motivating and the hygienic ones. Motivating factors are "of an intrinsic nature to work, they obey growth dynamics and lead to long-term satisfaction and happiness" (Afonso, 2010: 51).

Recognition at work, and the feeling of professional advancement are two motivational factors for example. Regarding hygienic factors, such as "supervision, interpersonal relations, physical working conditions, salary, company policies and administrative practices, benefits, and job security" (Herzberg, 1959: 113) are extrinsic factors to the individual and are situated within the individual's work context (Bilhim, 2006). Overall, "hygienic factors (…) do not cause positive attitudes. In turn, motivational factors do not avoid negative ones "(Pina and Cunha, et al., 2003: 108). For Herzberg, an individual who feels motivated at work will have a greater sense of his obligations and responsibilities. The author supports the idea that these factors are not determinant for success, but the lack of them will undermine the quality of the work produced.

McClelland created the motives theory that has three fundamental motives for motivation: the success, the affiliation, and power. Regarding the first one "the need for success presupposes that individuals who are highly motivated have a great desire to be successful in their desired goals, not fearing to 'take on' highly responsible positions, which demand facing risks" (Nunes, 2011: 46). This motive ends up guiding people to perfectionism and into conquering positive outcomes. The affiliation motive "results from an orientation towards friendship, cooperation and esteem in the working group" (Nunes, 2011: 46). This motive orientates people into healthy and confident relations. Finally, the power motive is associated with the possibility of obtaining higher hierarchical positions. "It represents an orientation towards prestige and the production of impact on the behavior or emotions of other people" (Pina e Cunha, et al., 2003: 106).

These are some of many theories about behaviour towards motivation in the work environment that have been developed through the years. Motivation is important because it stimulates and influences a high degree of awareness either individually or collectively. The existence of motivation in individuals contributes to a greater personal involvement in the learning process, insofar as they speed up the participation of the "I", always accompanied by feelings that are part of the very essence of the human being in the same process (Fernandes, 1991).

2ND CHAPTER – ORGANIZATIONAL CHANGE

"If it isn't new, it cannot be good. If we aren't changing, we must be stagnant. If we don't have the latest, we must be falling behind. If we aren't improving, we must be inadequate" (Lewis, 2020: 1). Following Lewis' perspective, change is the key to keep an organization updated and constantly improving their work, consequently reaching better outcomes.

In the past organizations changed when urgent needs demanded them, nowadays, and supporting Lewis (2020) ideas, they tend to cause their transformation to respond to growing competitiveness, comply with new laws and regulations, introduce new technologies, new products or meet variations in the preferences of consumers or partners (Hernandez et al., 2001). However, and because change has become a quotidiane reality in organizations, a change process must be carefully planned, managed and implemented to avoid failure. "Change is often considered a sign of progress and improvement" (Lewis, 2020: 16). Nevertheless, "...constant change in competitive organizations can lead to disastrous outcomes including adoption of changes that are not suited to the goals of the organization" (Lewis, 2020: 16). For this, Cunha et al (2007) highlighted that all areas of organizational science today seek to understand the factors that facilitate organizational change.

This chapter aims to understand what is indeed organizational change, how it can be managed and communicated and what are its obstacles.

2.1. Organizational change definition

"Changing organizations is as messy as it is exhilarating, as frustrating as it is satisfying, as muddling-through and creative a process as it is a rational one" (Palmer, et al., 2017: 4). Before heading to this thought, it is important to explain what is indeed organizational change.

The concept of organizational change is broadly described by many authors in different perspectives through the years. Kissil (1998) understood organizational change as a process that:

- involves people, organizations and social systems;

- requires understanding why the change is needed;
- demands perceiving what the organization needs to change;
- requests acknowledge the starting point and the goal aimed to achieve;
- needs to be carefully organized and managed.

The author outlined that organizational change is to move from one place to a new one and to recognize where the organization is and where it wants to be with the changes.

A few years later comes Burnes (2004) with a slightly similar perspective about change. The author believes that it is a characteristic of organizational life and it is crucial that organizations have the capacity to identify what they intend to be in the future and how to manage the necessary changes to get there.

Camara (2005), on the other hand, states that organizational change is a modification in the structure of an organization's way of functioning, with the purpose of making it more competitive and adjusted to market realities. The author underlines the importance for the organization to keep updated with what the market wants and react/change accordingly to it. This last idea is a new approach to the concept of change, it is no longer an action to survive, but to be even more competitive in the market.

Later on, but still very indistinguishable from the other authors, Chiavenato (2010) shares that change is to pass from a state to another and implies transformation, disturbance, interruption and rupture depending on its intensity. The author also explains that "change is everywhere: in organizations, in cities, in countries, in people's habits, in products and services, in time and in climate" (Chiavenato, 2010: 138).

For Kotter and Schlesinger (2013) in the face of fierce competition and technological advances, organizations need to change in order to remain competitive and evolve. This process is also thought by Lewis as "... a sign of progress and improvement" (Lewis, 2020: 16).

Even though the authors mentioned before have different descriptions for the concept of organizational change, there are always common points that they all defend. With the literature above stated, it becomes clear that through the years change started to be seen more as a way to continue improving (acting), instead of reacting to its internal and external environment. Chaves, et al., (2005). In the contemporary society we live in, where organizations are always searching for improvement, it is important that they continue changing in order to maintain their level when comparing with the concurrence.

Nowadays, organizations must seek for change, and not resort to it only when something is not working as expected.

Many authors have different ideas regarding the concept of organizational change. As a broad concept it has multiple ways to be implemented and that is what will be studied in the next subchapter.

2.2. Different types of change

Change procedures can be intentional or not intentional, can have different reasons to be needed and distinct ways to be implemented. Following Hernandez and Caldas et al (2001) perspective most organizations are still struggling to lead change processes with successful outcomes. Dentinger and Derlyn (2009) believe that for an organization to decide to change they must take into consideration some important aspects such as recognizing the need for change, being supported by top management, a vision for what they aim to change, and commitment from all the change actors. All the factors involved in a change process must be carefully equated in order to obtain the intended results because changing and succeeding in adverse conditions are the core goals. Kotter and Rathgeber (2014)

To help assure the best leadership[8] in change, it is important to distinguish between several types of change and different perspectives about them. A change can either be seen as profound or incremental, also referred to by Weick and Quinn (1999) as episodic or continuous, first or second order changes. The difference between a profound and an incremental change is that the first one is rather radical and sudden, while the second one is introduced in a gradual way and is usually used to improve something that already exists. The concept of change was divided in three different groups by Weick and Quinn (1999): the first order changes (small, incremental predictable interruptions in normal practice), the second order changes (large transformational or radical changes that depart significantly from previous practice in ways that are somewhat frame-breaking) and the third order changes (involve the preparation for continuous change) (Lewis, 2020: 31). People are different between them, and distinct stakeholders may interpret changes with antagonic

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[8] "Some authors consider that leadership is the activity performed by someone who occupies a formal leadership position. Others believe that it can be exercised not only by bosses, but also by employees" (Rego, 2016: 19).

perspectives regarding its magnitude, which makes the task of dividing them in these three categories, a hard and complicated one (Lewis, 2020).

Besides these change approaches, also exist planned or unplanned changes that can have a slow or fast implementation. When the process has a slower implementation, usually creates a higher level of commitment among the employees, and when it is suddenly introduced is because it was probably unavoidable or part of a strategic initiative. There are also planned changes which "are those brought about through the purposeful efforts of organizational stakeholders who are accountable for the organization's operation." and unplanned changes "are those brought into the organization due to environmental or uncontrollable forces, or emergent processes and interactions in the organization" (Lewis, 2020: 30).

Zorn (1999) distinguishes two different possible changes, the discursive change, where usually what changes is the denomination of determined processes, and the material change, where the working operations and the relationships are affected. Below, there is an image creating possible scenarios for all of these kinds of changes connected between them.

Figure 3 - Types of change

	Planned	Unplanned
Smaller Scope	**Material** new copy machine	**Material** reporting procedures altered by regulatory body
	Discursive start calling staff "associates"	**Discursive** employees nickname a product/process by unwanted term
Larger Scope	**Material** merger	**Material** major funding source is cut off
	Discursive institute language of "Quality" to describe processes	**Discursive** brand becomes damaged through negative association

Source: Lewis (2020).

There are three comprehensive types of change: anticipatory, reactive and crisis change. (Black and Gregersen, 2008) The first one demands an earlier recognition for the changes and different strategies and scenarios for it. Regarding the second one, it happens in response to an event and requires the right actions at the right time. For example, with technological development, organizations need to keep constantly updating themselves with new softwares and devices. Concerning crisis change, it takes place when organizations need to face negative changes. This kind of change usually requires more costs and tries to enhance customer loyalty and shareholder value. For this last type of change, Covid-19 is an example because organizations had to readjust themselves to the new reality this pandemic required very rapidly.

As there are different types of change, there are also different types of drivers for them to happen. The change system involves a set of external and internal factors in relation to immediate results. If the causes of change are internal, the change occurs due to

the structure of the company and compromises its survival. If they are for external reasons, the change happens due to legislative changes in consumption habits, as well as economic impacts (Chiavenato, 2003). Regarding the external factors, we have no control over them and they can happen due to multiple reasons such as the economic and trading conditions, the appearance of new technologies, a change in the customers' tastes, or due to changes in social and cultural values. Concerning the internal organizational change drivers, they can be associated with aspects such as growth, power and politics, integration and coordination and corporate identity. Bressan (2004) indicates, through other authors, the drivers for change and his explanation is resumed in the following table.

Figure 4 - Drivers for change

Authors	Drivers/ Triggers
Robbins (2010)	• Nature of the workforce • Technology • Economic shocks • Competition • Social trends • World Politics
Nadler and Cols (1995)	• Discontinuity in the organizational structure • Technological innovation • Macroeconomic crises and trends • Legal changes and regulations • Market forces and competition • Organizational growth
Pettigrew (1987)	• Economic recession • Changes in the business environment

Source: Adapted from Bressan (2004)

2.3. Managing a change process

A change process to reach positive outcomes must follow determined steps that will help the organization to achieve its goal with the procedure. In order for organizational

changes to be successful, it is essential to manage them well, with change management being responsible for defining the objectives of change and having the function of changing the current position of an organization to a new one (Bhatt, 2017). A change inside an organization always aims for productive outcomes. However, success must not be taken for granted because, and as referred before, a lot of the changes processes inside organizations tend to fail. Therefore, in order to achieve triumph, it is essential that the change process is well conducted.

According to Auster (2005) change management is needed to understand the maximized environment and proactively approach the key variables of the external context, to realize what needs to change and what does not within the organization, to structure a future that divides what needs to be changed in the present, and what needs to change in a continuous future and to prepare the organization for the change by gaining their commitment by encouraging positive reactions in terms of employee behavior and well-being. Vakola (2016). Managing change is essential to guarantee its success, even though there is no perfect recipe for a change to be successful, it is crucial that it is well conducted and follows these steps described by Auster. This concept assumes that the entity undergoing change assumes different positions of stability, before and after the change. Based on this assumption, research focuses on describing and understanding the drivers of change (before the change), the forces that make it happen (during the change) and its consequences (after the change). Similar organizations may apply the same changes, but one can reach better results than the other just due to efficient change management. For that reason, there are different models to manage change.

Chiavenato (2003) and Schein (1992) support Kurt Lewin's model regarding organizational change management. This model applies to people, groups and organizations and involves three phases: unfreezing[9], changing [10]and freezing[11]. Below there is a scheme explaining this model.

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[9] Unfreeze - "To stop being fixed at a particular level and allow them to increase".
[10] Changing - "In a state of becoming different".
[11] Freezing - "Turning into ice".

Figure 5 - Lewin's model

Unfreezing		Changing		Refreezing
• Recognize the need for change. • Determine what needs to change. • Encourage new behaviors. • Guarantee strong support from managers. • Manage and understand doubts.	➡	• Plan the changes. • Implement them. • Help employees to understand new points of view.	➡	• Reinforce and stabilize change. • Integrate changes. • Develop mechanisms to support the change. • Celebrate success.

Source: Adapted from Chiavenato (2003)

When a person goes on a trip, they first need to prepare everything they will need, as follows a change process. The first thing to do is to prepare (unfreezing) what is necessary for the change and understand why it is needed. People usually tend to resist change, and, therefore, they need to be firstly introduced to it, and guided through it as well. Communication[12] is an essential step for this phase because employees need to know what is changing, how it is changing and why. People have to be prepared for the change, the more they know about it, and the more they feel it is needed, the more engaged they will be with the purpose and more prepared they will be for the following step.

The second phase is changing and that is when the change itself happens, described by the authors as the moment when people start moving. On a trip this would be the moment where the plane takes off and when a person travels to the aimed destination. As a lot of people have fear of flying, the same happens within a changing environment. This may be the hardest moment to overcome and that is why it is deeply important to remind employees the reasons why the change is necessary and how beneficial it will be for them once it is successfully executed.

The last phase is named by Lewin as freezing. However, many other authors call it refreezing and it is when the changes are reinforced and consolidated. This step is extremely important to guarantee that employees maintain acting accordingly to the

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[12] This concept - communicating change - will be approached in subchapter 2.4

changes applied and do not move backwards. Once a person arrives at the new destination, they must behave differently than before, the routines will alter with the purpose to visit the chosen city. For example the time difference, people will have to set the clock to the right hour. That behavior must remain until the end of the journey. Some authors suggest that this last step is no longer viable in contemporary society due to the fact that organizations are in constant change so there is no need to "freeze" the changes. However, without this last phase, there is a high probability for people to revert the whole process.

Later on, Auster (2005) bases a change process by answering three questions: Where are we now, what changes do we need to make, and how are we going to implement these changes and build in dynamism?

Regarding the first question, it is important to understand the external and internal environment of the organization to answer it, as well as recognize what brings positive and negative outcomes and what is causing it. There are three main aspects deeply important to consider to answer this question such as the macro forces, that aim to balance change with the external environment and to build a sense of urgency and commitment, the competitive landscape, that seeks to investigate and study the competition and to highlight what unique assets the organization has, and the customers' variable that aims to study the clients and acknowledge what they like and want.

Concerning the second question, it is important that the organization knows what needs to be changed with the goal of outstand itself from its competitors and with the aim of understanding how they picture it to be in the future. Several change options must be presented and analyzed in sequence to create an optimal path for change.

Respecting the third question, it is vital that employees understand the external atmosphere in constant change they are surrounded by, as well as the competitors performance, to recognize the need for change.

Besides these change models, Carter (2008) developed a different approach where he listed seven phases for a successful change:

1. Understand what the organization wants to change;

2. Create a sense of urgency (this phase is where the author believes the first resisting to change starts);

3. Shape the future by introducing the vision of the communicated change;

4. Implement the actual change;

5. Identify the lingering resistors and address their issues;

6. Celebrate success and learn from the change;

7. Stabilize the environment and maintain the applied changes as a regular way of working.

The authors convey the idea that the agents responsible for the change have an indispensable role, and it is essential to convert the key factors for the success of the change indicated, into a structured action plan, continuously monitored so that the chance of success in implementing the change is substantially greater. Auster (2005) supports that organizations should embrace a long-term view for the change and focus on union. According to the author it is also crucial to guarantee that employees have freedom, autonomy, empowerment and the resources to be creative and assume responsibility to achieve success. For a change process to reach positive outcomes, the change must be planned with regards to details and picturing a future state for the organization. Besides this, employees must be engaged with its purpose and not resist it, it is important to shape their way of thinking according to what the change aims to alter.

In conclusion, the analysis of the organization's characteristics accompanied by solid training, focusing on the difference between the past and the future, with the aim of nullifying any resistance to change, will allow employees to be more receptive to change and innovation[13], and also that change management itself feels more secure and confident in its decision and in the success of the entire process.

2.3.1. Organizational leadership

For Kotter (2007), change is a process that goes through several phases and requires the creation of a new system, involving essential needs such as leadership and communication to the change process and its management. During a change process is essential to refine leadership and to endorse the organizational culture.

Organizational culture has already been approached in the first chapter of this dissertation, nevertheless it is always important to underline that "each organization has its

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[13] Innovation: "Innovation is the search for and the discovery, development, improvement, adoption and commercialization of new processes, new products and new organizational structures and procedures" (Jorde and Teece, 1990: 76).

own organizational culture or corporate culture. To get to know an organization, the first step is to get to know its culture" (Chiavenato, 2006: 99). Following Hofstede (1997) perspective, there are some variables to take into consideration when establishing the culture of an organization, and one of them is leadership.

Northouse (2010) believes that leadership takes on a crucial role in the life of the organization and is considered one of the key factors for its success. For Yukl (2002) leadership is the process through which others are influenced to understand and agree on what needs to be done and how to do it, and it is also a process of facilitating individual and collective efforts to achieve shared goals. More recently, Rego and Cunha (2016) also contributed with a similar definition of leadership "Leadership is a process of influence through which someone, individually or collectively, leads other people or entities to work towards common goals" (Rego et al. 2016: 21). When approaching a change process it is important for leaders to support, influence and guide employees through it and that is why a strong leadership is essential throughout a change.

According to Syroit (1996), the need for leadership in organizations is justified by:

- Imperfect character of organizational design in relation to the regulation of behavior (have to interpret the rules and give them creativity);
- Relationship between the organization and its surroundings (leadership with a frontier function);
- Need for systemic changes (leader will be an engine of creativity and innovation, having to face the increase of differentiation and complexity with diferent coordination mechanisms);
- Organization balance (it is up to the leader to stabilize people's entry and exit, so that there can be a good adaptation of all members).

Organizations need leadership to be orientated in the right path. Leaders play a demanding role on a daily basis in order to assure that everyone is hunting the same goal, and to guarantee positive outcomes from their leadership. Yukl (1998) stated three essential behaviours for a successful leadership: task-oriented behaviors, relationship-oriented behaviors and change-oriented behaviors.

Regarding the first one, technical skills are the most relevant to the exercise of these functions. It also involves aspects such as the organization of work, the efficient use of time, different types of resources and the introduction of continuous improvements and increased productivity.

Concerning the second behaviour, it is important to perceive social skills as essential, and the leader as ineffective without them. Relationship-oriented behaviours are specially focused on improving interpersonal relationships and cooperation.

Change-oriented behaviours highlight the importance of improving the organization's strategic conditions and adapting to new environments. When adopting this behaviour, leaders also introduce changes in objectives and processes and seek for people's commitment with those changes.

Leadership is essential in any organization, especially when a change process is occuring. Employees need to be guided through the change and to be engaged with it as well. Leaders are the ones in charge of guaranteeing people's engagement with the cause and to assure it's success.

2.3.2. Obstacles and resistance to change

There are always obstacles to a change process and these obstacles must be identified and overcomed. One bar can be the organizational culture that has already been studied in the first chapter of this dissertation, because of its stable and permanent characteristics, it may turn the organization resistant to any type of change. This resistance happens due to the time the organizational culture needed to be formed and thus become rooted in the organization's structure, making the process of change difficult (Oliveira and Silva, 2006). Another barrier is the employee resistance to change. For an organizational change to be successful, employees must believe it is necessary and trust in the process. The employees face a psychological hurdle when introduced to the change that can be translated in fear of new changes at work, generating resistance to any change in their work environment (Freires, 2014). For Robbins et al (2011) resistance to change can be positive if used in open discussions and debates. This dialogue is preferable in the face of apathy and silence, and may indicate that members of an organization have joined the process, offering agents of change the opportunity to explain their efforts in the process. Nevertheless, the author

suggests that working the resistance to a change is always a challenge and states that there are two kinds of causes for someone to resist: individual and organizational causes. Next, there is a table that represents and explains both these causes.

Figure 6 - Causes of change resistance

Individual causes	Organizational causes
Habits: People tend to create determined habits and when confronted with changing them, usually resist to it.	**Structural inertia:** When an organization is faced with change, this structural inertia acts as a counterweight to sustain stability.
Security: People who feel safe with the way things are, usually feel afraid that changing takes security out of their quotidian.	**Limited focus for change:** Organizations are made up of several interdependent subsystems. It is not possible to make changes to one without affecting the others.
Economic factors: When a change implies difficulty in a person's job, specially if their salary depends on their productivity, it may seed resistance to the change.	**Group inertia:** Even if individuals want to change their behavior, group norms act in a limiting way.
Unknown: A change process usually brings new things and delete the ones people are already familiarized with.	**Threat to specialization:** Changes in organizational patterns may threaten the exclusivity of some specialized groups.
Uncertainty: When a change occurs, usually there are no guarantees that it will be successful.	**Threat to established power relationships**: Any redistribution of decision-making authority can threaten the power relations already established within the organization.
Selection of information: People usually tend to chose what they want to hear and sometimes avoid hearing things that may affect their quotidian.	**Threat to established resource distributions:** Groups that control resources often view change as a threat, as they tend to be satisfied with the organization's status quo.
Self-interest: Any proposal to change the work project can threaten the manager's work team, which can lead to a loss of power and prestige.	
Lack of understanding and trust: Most times employees do not understand the need for change and do not trust in the process.	
Evaluation and distinct goals: For a manager innovation can be essential to ensure that organization remains competitive, while for employees, innovation may be a problem or threat to their safety.	

Source: Adapted from Robbins (2011)

Owing to these obstacles, it is demanding that the change is minuteness conducted and effectively communicated with for example "right leadership skills and acknowledging efforts through rewards. Common stages for a constructive change process include communication, segregation of duties and analysis and reporting to keep track of the entire process" (Okemba, 2018: 13). It is also crucial that the change continues to be evaluated in order to avoid failure and keep on the road to success. It is important for the organization leaders to maintain the employees motivated towards success.

2.3.3. John Kotter leading change

Kotter (1996) questioned whether change is something that is generated or something that is led? Managing change is telling people what to do, but leading change is showing people how to do it. In the 1990's John Kotter developed a frame of reference regarding leading change by identifying eight common errors in leading change, and introducing eight steps that the author considers to be what will assure success for a change process. Those errors and the steps to overcome them are represented below:

Figure 7 - Leading change: errors and steps to overcome them.

Errors	Steps to success
1. Too much complacency	1st Establish a sense of urgency
2. Failing creating a sufficiently powerful guiding coalition	2nd Creating the guiding coalition
3. Underestimate the power of vision	3rd Developing a vision and strategy
4. Under communicating the vision	4th Communicating the change vision
5. Permitting obstacles to block the vision	5th Empowering broad based action
6. Failing creating short term wins	6th Generating short term wins
7. Declaring victory too soon	7th Consolidating gains and producing more change
8. Neglecting to anchor changes firmly in the corporate culture	8th Anchoring new approaches in the culture

Source: Adapted from Kotter (1996)

The first error pointed by Kotter is allowing too much complacency and this can be fought by establishing a sense of urgency, people will not help through the change process if they do not understand why it is needed. To manifest a sense of urgency organizations can alter productivity levels, promote communication between people, conduct honest discussions, and provide information regarding future opportunities.

Occupying the second place in the podium, the author highlights the need to create a guiding coalition in order to avoid failing in creating a sufficiently powerful one. It is vital that during a change process for the leadership to be flawless and to support and guide the employees through the change. "A strong guiding coalition is always needed – one with the right composition, level of trust, and shared objective. Building such a team is always an essential part of the early stages of any effort to restructure, reengineer, or retool a set of

strategies" (Kotter, 1996: 52). For this step to be successfully achieved, it is necessary to build the right team, to incentivize trust and to create a common goal for the team to share.

Underestimating the power of vision is the third error identified by Kotter who believes that, neglecting it, will end by being confusing to the employees which can provoke a loss of time and direction. This variable is what helps forming a path to direct the change. For this error to be defeated is necessary to create a vision that helps guiding the change and developing strategies to achieve it. The vision must be something desirable, focused but flexible, and communicable to appeal to the employee's engagement.

After creating a vision, it is deeply important to know how to communicate it, and that is the fourth error listed by Kotter, to under communicate the vision. Without efficient and credible communication a strategy may not be successful. It is fundamental to create different channels to spread the new vision and strategies.

In fifth place arises the need to fight obstacles to the vision and to empower broad based action. It is important to face the problems that may appear to exalt the importance of the change and avoid disempowering employees. During this step is when barriers must be dealt with, adjustments to the organization structures that defy the new vision must be implemented and employees must be trained accordingly to the changes.

Short term wins are always valuable during a change process, by creating short term goals, everytime one of them is achieved, employees will feel their work is essential for the change to be successful, and, therefore, will be engaged with the process. It is supremely important that leaders recognize, reward and celebrate the team when the goals are reached. This sixth step must have three main characteristics, to be visible for a large number of people, unambiguous, and related to change effort.

The seventh error is declaring victory too soon. In the previous step organizations celebrate winning battles (short term goals). However, celebrating wars is completely different and must only be celebrated once the process is complete. To resist this error, organizations have to consolidate their gains and produce more change by hiring or promoting people who can implement the change vision, reinvigorating the process with new projects and converting change easier in both the short and long term.

The last error identified by Kotter is to neglect anchoring changes firmly in the corporate culture. Employees need to feel that their behaviour and working changes were deeply important for the success of the process. It is necessary to bust the organization's

performance through clients, better leadership and management. Linking the new behaviour to the organizational success and guarantee that future leadership will stick to the change process is fundamental throughout this step.

In conclusion, it is important to understand that Kotter's model has twenty five years and suffered some alterations throughout the years, but it is still a reference in the change leadership field. Kotter (2011) refers to change management as trying to keep everything under control and running efficiently, while leadership "it's more about urgency. It's more about masses of people who want to make something happen. It's more about big visions. It's more about empowering lots and lots of people" (Kotter, 2011). Change management focuses on "having the job done successfully" and change leadership cares about the way it is achieved and aims to engage the entire team towards the same goal, which is the change success.

2.3.4. William Bridges leading change

Another perspective regarding how to lead a change process within an organizational environment is introduced by William Bridges in 1991. Throughout his life, he dedicated himself to the study of managing a change process and published literature about this subject. Bridges (1991) presented the transition model where the author believes that a change process happens without people's participation and the main focus should be transition rather than change. The difference between these two concepts is compact. However, transition is a phenomenon that happens internally in people's minds during a change process. Bridges transition model identifies three stages: the ending, the neutral zone and the new beginning. These three steps are represented below through a scheme.

Figure 8 - Bridge's model
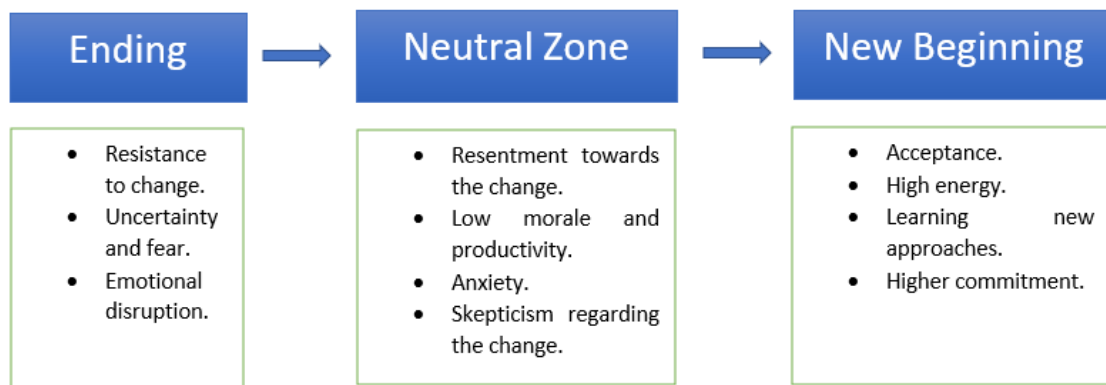
Source: Adapted from Bridges (1991)

Following Bridges (1991) perspective the first moment called ending is when people understand that the reality they knew is ending and change is approaching. It is principal to understand what is changing and what will be the losses each person will suffer with the process. When passing through this phase, people may experience feelings of loss, fear, denial, uncertainty, disorientation and frustration. To proceed successfully is important to understand people's motives to resist change and what makes them uncomfortable by talking openly about it. It is also crucial to introduce positive aspects regarding the change by highlighting its possible outcomes, and trying to engage people through training options and knowledge improvement.

When the first moment is completed and people have let go their prior ways of working and thinking, the second and neutral zone starts. This stage happens when the changes are not concluded yet, it is a mid-term situation where people are still learning new ways to develop their work and might feel stressed and confused about it. For this reason, the productivity may be lower. Leadership and communication are, again, deeply important in this step. Employees must understand that it is comprehensible to feel lost and be constantly reminded of the goals and be encouraged by their leaders. Feedback is also crucial in this phase, people must be oriented in the right direction and praised to guarantee the success of the change.

The last phase is the new beginning and is where new values and understandings are acquired. If the transition is well guided, in this stage, employees feel reorientated and confident about their work because they now understand their new role in the organization and accept the change process. During this moment it is fundamental to sustain the change

by guaranteeing employees continue working accordingly to the new changes imposed and by celebrating with them the positive outcomes the organization is obtaining from the change.

Bridges model prioritizes people's feelings about the change and values their perspectives as well. Change is a constant in an organizational environment and individuals are often put in situations that lead them to change as well. It is essential to understand how these changes may affect them and guide them through the change.

2.4. How to communicate a change process

For change to occur in a positive way, it is essential to awaken intrinsic motivation, sharing communication and coordinating actions, reducing resistance to organizational change and increasing job satisfaction (Weber, 2011). Communication during a change process is vital for its success and therefore it must be encouraged. Employees must know why the organization is changing, what the changes are, how it will affect them, and what those changes aim to achieve to be synchronized with the same goal. For employees to be engaged with the change, a good internal communication strategy is unavoidable because "communication plays a critical role in fostering the fad of change in organizations" (Lewis, 2020: 16). If communication is not well conducted, it can convert into an obstacle for change because it plays a critical role in building commitment among the employees, and if it fails, the change process may be compromised. Besides this, there is also crisis communication[14] that is usually used if the change is achieving negative outcomes.

Black and Gregerson (2008) emerge with a new frame of mind concerning how to properly communicate a change process. The authors developed a communication plan for a change to be successful in which it is essential to understand who will be the receiver of the message the leaders aim to pass, and to understand their motivations and expectations. It is also relevant to perceive what will be shared and to guarantee its veracity. Apart from these two first stages, to know when to communicate and to act are two important aspects to manage as well. The information flux and the way it is communicated must be controlled in an advantageous way for the organization change to be successful.

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[14] "Crisis management is designed to ward off or reduce the threats by providing recommendations for properly handling crises." (Coombs, 2014: 21)

Employees must know when their work is being successful, and, for that, it is important to know how to inform them about the change progress. Different communication channels are often created to disseminate distinct types of information in diverse times to a varied range of people.

Johnson (2017) also developed a perspective regarding communicating change. As it is a deeply important process where leaders often tend to send misleading signs to the organization, there are three steps for leaders to avoid sending the wrong message to their employees. Before anything else, leaders must inform the organization what they want, not only in terms of tasks, but also in terms of the outcomes they aim to achieve. What seems to be an easy task is usually ignored because leaders have a propensity to deliver their managers a list of activities, rather than explain to them what needs to change and why. The author defends that to send this first sign correctly, four questions must be answered:

"1.Why do we need to change, and why now?(...)

2.What is the full extent of the change we need? (...)

3.If we figure out 1 and 2, what should improve as a result? How will we measure the improvement we've been targeting? (...)

4.How does this new strategy or change link to previous strategies? (...)" (Johnson, 2017: 3)

Once these four questions are correctly responded, it is possible to progress to the next step that stands for personally living the change leaders asked for.

This step represents more than just shaping behaviours, it requires making decisions that support the change, through other words, this step aims to create moments to talk about the change itself and its developments or difficulties with the purpose to highlight the importance of the change process. This moment is hard to establish because organization changes can last for years and that means that it will be necessary to incorporate time to accompany the change process for a long period of time, and, even if the change process does not continue this long, it is necessary to repeat this process daily and a leader will need to divide his/her attention between his/her regular duties and the change impacts and developments.

The third and last step approached by Johnson is resourcing and measuring the change. The organization's resources, as the people and its capital, must be measured taking the change into account. If it is necessary to readjust these variables, leaders must

do it. However, these readjustments may become difficult due to the struggle that managing people and prioritizing use of capital can be, and to the time that it requires to be settled. Nevertheless, this last step is truly important to call attention to the change's significance. This is a communication approach that will easily guide an organization to success during a change process because "Followers are looking for signals to help them make sense of what they should do" (Johnson, 2017: 6).

More recently, Ricks (2020) contributed with a new approach about change communication and she believes that it is important to understand if the employees are motivated towards the change and if they "are equipped with the ability to change" (Ricks, 2020: 1). To communicate change, leaders have to motivate their employees and guarantee the organization's capability to adapt. To assure this happens, the author suggests four important steps for the transition to be successfully communicated. The first step to take is to share the vision of how the organization can benefit from the change by answering these questions:

" 1.   How will the organization operate once the change is made?

2.   What will employees experience as a result of making the necessary transitions?

3.   Will there be tangible results? What will those results look like?

4.   Will there be a sense of accomplishment? What will that feel like?

5.   What will the rewards be, both for the individuals and your organization as a whole?" (Ricks, 2020: 2).

Employees will automatically have a better understanding of the change process, and consequently, be more engaged with it, once these questions are answered.

In second place, it is important to tell a story, this means, sharing with the team where the organization aims to be with the change, where it is in the present and how it will get to the desired future state. It is important to clarify the speech and try to engage the employees with common goals.

The third stage the author describes is to make those in the organization heroes by inspiring them to be change agents in the process, and to make them understand that they are needed for the aimed success by empowering their skills.

The fourth step would be charting the path by leading the change and projecting to the employees how they can achieve the goal the change process aims. Once these steps are concluded, they are not, it is necessary to keep repeating them to guarantee employees are still engaged with the change purpose and to assure the change process does not fail.

Communication is an exercise that must be applied on a daily basis within an organizational atmosphere, especially in a changing environment. "communication plays a central role in surfacing or suppressing triggers for change" (Lewis, 2020: 18). For this reason, it is crucial that leaders maintain a good flow of communication between them and the organization's employees for the purpose, the vision, the goal and the engagement not to be forgotten or lost. It is not only the change process that needs to be prepared and planned, communicating it must also be something meticulous arranged and carefully studied and implemented.

3RD CHAPTER – THE ROLE OF INTERNAL COMMUNICATION IN SMALL AND MEDIUM ENTERPRISES AND COVID-19 IMPACT IN THESE COMPACT INDUSTRIES

Small and medium enterprises have been emerging in the whole world throughout the years. According to the official European Union website, SMES represent 99% of the businesses in these groups of countries and are responsible for adding value in every sector of the economy.[15] Besides this big role, SMES are also guilty of providing a sustainable and digital economy in Europe due to their innovative solutions to the most varied challenges presented by contemporary society and times.

Internal communication, as studied in the first chapter of this dissertation, is a key mechanism in any organization, and small and medium sized enterprises are no exception. Internal communication is a complex process by which employees organize the work process essential to the functioning of any organization. Dolphin (2005) For a company to function, people must communicate between them and secure a well built dynamism between them all.

In 2019 the first Covid-19 case was diagnosed in Wuhan, China. The exact date is a blur and different news stations report different dates. The impact this virus is having so far is tremendous and the measures to prevent this virus from spreading require changing the organizations structures, by having to temporarily close, or reducing their opening times, which provokes a loss of money income to a lot of sectors. Companies had to readjust their way of working and project their commerce in distinct ways due to the pandemic to avoid closing permanently. This chapter aims to understand what changed in the business industry due to Covid-19.

3.1. Small and medium enterprises

In contemporary society, small and medium enterprises are increasing every day in the most varied areas of business. "SMEs is one of the 'driving forces' of the modern economy for their contribution in improving the technological innovation, increase

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[15] In subchapter 3.1 Portugese data regarding this matter will be presented

employment opportunities and encourage the export promotion" (Zulkepli, et al., 2015: 439). These types of industries need, as much as any other, to continue searching for improvement to face the competition in their field.

There is no universal definition established for the concept of SMES and each country applies its own. However, small and medium enterprises are evidenced in a great diversity of forms of companies, making it possible to identify a wide range of companies in the SME segment. Finding a central feature that defines and distinguishes a small company from a large company is not consensual and that is why it is vital to identify typologies that cover the main differences associated with SMEs (Rosa, 2014). For that matter, European Union differentiated SMEs between them according to their turnover and staff headcount as in the table below:

Figure 9 - SMES according to EU

Company category	Staff headcount	Turnover	or	Balance sheet total
Medium-sized	< 250	≤ € 50 m		≤ € 43 m
Small	< 50	≤ € 10 m		≤ € 10 m
Micro	< 10	≤ € 2 m		≤ € 2 m

Source: From EU website: https://ec.europa.eu/growth/smes/sme-definition_en

The European Union distinguished SMEs in three groups: the medium-sized, the small and the micro. A company is considered medium sized when it has up to 250 employees and a turnover inferior or equal to €50 000. To be considered as a small company, European Union requires that the company has up to 50 employees and a turnover inferior or equal to €10 000. Finally, to be a micro company, it is necessary that there are less than 10 employees and the turnover must be inferior or equal to €2000. In Portugal, according to the law-decree nº 372/2007, a company can be considered as a small

and medium enterprise if it employs less than two hundred and fifty people, and if has an annual turnover under fifty million euros.

Different from Europe comes América that has different standards to consider a company as a small or medium enterprise. As it is possible to understand from the table above, in the European union, any business with less than 250 employees is considered as a SME. Nevertheless, and as it is viable to note in the table below, in the United States of América that numbers alter a lot from the European ones, and a company to be considered a SME can have up to 500 workers. In this dissertation, SMES will follow the European Union standards.

Figure 10 - SMES in Europe VS SMES in North America

Size of Company	Europe		North America
	Number of people	Turnover, €M	No. of people
Micro	0–10	0–2	0–20
Small	11–50	2–10	20–100
Medium	51–250	10–50	100–500

Source: Turner and Ledwith (2016)

SMES, in 2012 and according to the Informa D&B Business Barometer, represented 99,7% of the business tissue in Portugal. This number reveals that there are more small and medium enterprises in the Portuguese market, than multinacional ones. Also, and following the data provided by INE and PORDATA (2021), from 2004 until 2019, small and medium enterprises represent 99,99% of the business percentage in Portugal as represented in the table below.

Figure 11 - Percentage of SMES in Portugal

Years	Small- And medium-sized enterprises			
	Total	Micro	Small	Medium
2004	99.9	95.4	3.9	0.6
2005	99.9	95.5	3.8	0.6
2006	99.9	95.5	3.9	0.6
2007	99.9	95.6	3.8	0.5
2008	⊥99.9	⊥95.7	⊥3.7	⊥0.5
2009	99.9	95.8	3.6	0.5
2010	99.9	95.7	3.7	0.5
2011	99.9	95.8	3.6	0.5
2012	99.9	96.0	3.4	0.5
2013	99.9	96.2	3.2	0.5
2014	99.9	96.3	3.1	0.5
2015	99.9	96.2	3.2	0.5
2016	99.9	96.2	3.2	0.5
2017	99.9	96.2	3.2	0.5
2018	99.9	96.1	3.3	0.5
2019	99.9	96.0	3.3	0.5

Sources/Entities: INE, PORDATA
Last updated: 2021-03-29

The percentage of SMES is always around 99,9%, what alters through the years is the percentage of micro, small and medium sized industries. There are always more micro enterprises than any other, and medium sized businesses are invariably less than the other two types.

For that reason, "The ability of SMEs in innovation is important because it can increase the competitive edge to companies, industry and the economy" (Zulkepli, et al., 2015: 439). SMES need to be constantly seeking for improvement to keep up with their concurrence and outstand themselves.

3.1.2. Internal communication inside small and medium enterprises

A common management problem inside a business like a SME is communication between its departments. Katcher (2017) Small and medium businesses, as any other bigger company, need communication and information from their surroundings to maintain themselves in the competition. Holá (2017) For that reason, communication, as a problem in small and medium enterprises diagnosed by Katcher, must be well implemented in all types of organization, specially in SMES.

As approached in the first chapter of this dissertation internal communication is defined as the exchange of information between management and employees within the organization. The magazine Business Matters (2013) supports that internal communication should be at the heart of any SME communication strategy, instead of only prioritizing media relations or social media. However, for a SME to understand where they should start building an internal communication strategy is not easy and may be overwhelming. In this article, the magazine developed five steps to achieve a functional internal communication plan.

- Communicate bad and good news: employees do not expect for a company to always be in a good moment. If the internal communication department only communicates the good news, employees will start suspecting that they are not being always told the truth. Being transparent will automatically create a culture of honesty among the organization.

- Drill business objectives down to the individual level: Internal communications should follow the business objectives, mission statement and organizational values. Employees must know how the role they play is linked with the organization mission and values.

- Be conscious of body language when communicating with employees: when communicating face to face, management must always communicate the message to the employees in a sincere, engaging and confident way. To achieve this, the verbal and non verbal communication must always be in sintony.

- Do not fall into the trap of email communication with employees becoming the norm: employees value verbal communication. Even though email format is

easier to communicate, face to face communication must not disappear and at least a monthly presential meeting must occur.

- Integrate the use of technology into internal communications: There is some information that can be passed through video conference and meetings that can happen in this format.

These steps, when completed, help in creating a strong internal communication approach in a SME because they are

"contributing to internal relationships characterized by employee commitment, promoting a positive sense of belonging in employees, developing their awareness of environmental change and developing their understanding of the need of the organization to evolve its aims in response to, or in anticipation of environmental change" (Welch, et al, 2007: 13).

Supporting the last point approached by Business Matters, come other authors like Kazakov or Muñoz with the perspective of introducing new digital platforms for communicating inside an organization may be positive for a SME, "intranet social media, messenger chat boards, social team-working, online events, gamification can become useful technologies for *i*IMO implementation in SMEs" (Kazakov, et al., 2020: 144). While face to face communication has a different power when passing a message, sometimes it is not possible to do it in real time. On the other hand, digital platforms allow people to communicate at all times in the exact moment it is needed (Cameron and Webster, 2005). Nevertheless, as stated in the fourth step by Business Matters, it is important to value face to face communication and not lose this approach to only digital communication because it has a negative connotation due to the amount of emails that are sent and burden employees, which has a negative impact on effective communication inside a company due to the loss of time (Pikhart, 2017).

With the new perspectives regarding digital communication, there are new possible internal communication channels. According to Freixo (2012) these channels must be known by all the members of an organization. As approached in the first chapter of this dissertation, there can be two forms of communication, the informal where the communication is passed out of the formal channels, and the formal one when the formal channels are used and the message is sent from a higher hierarchical place. As Kazakov, Ruiz-Alba and Muñoz (2020) described, messenger chat boards or online events can now

be seen as internal communication channels. It is important to define what channels produce the least noise while communicating a type of message, to understand what are the best ones to use according to the intended ending. Email, video conferences, phone calls or text messages are now new internal communication channels (Lipiäinen, Karjaluoto, Nevalainen, 2014).

As a way to promote communication and a healthy relationship between all an organizations' employees, specially managers - employees, internal communication is deeply important inside any organization, SMES included as well because effective internal communication can improve the synergy effect with employees as ambassadors and enhance company's marketing and public relations functions (Nielsen and Thomsen, 2009).

3.2. Covid-19 – what is it?

The world health organization declared Covid-19, also known as SARS-CoV2, as a pandemic on march 11th 2020. The inception of the virus remains unknown. However, it was associated with the Huanan south china seafood market where animals (bats for example) were sold (Santos, 2020). "Covid-19 is a member of the Coronavidae (CoV) subfamily" (Platto, et al., 2020: 2). This subfamily incorporates around forty different viruses that reside in wild birds and can pass to humans (Platto, et al., 2020). It has been provoking a sanitarium crisis in the whole world "because of their ability to recombine, mutate, and infect multiple species and cell types, coronaviruses keep emerging and evolving, causing human and veterinary outbreaks" (Platto, et al., 2020: 2). SARS-CoV2 is a deeply contagious disease and is infecting millions of people in the whole world.

CoronaVirus was diagnosed for the first time "...also in China, in November 2002, SARS, caused by the SARS-CoV virus…" (Wallace, 2020: 1), but after 8 months this outbreak was controlled. Also, in 2012, the first MERS-CoV epidemic was registered in Arábia Saudita and has not yet ended. However, the number of cases of MERS-CoV is much smaller than SARS-CoV2, around 2,5 thousand people are infected in twenty seven countries (Wallace, 2020). In 2019 another CoronaVirus strain (SARS-CoV2) was discovered and has not ended yet.

It is a more contagious lineage of the virus and according to DGS, in 2020 there have been 414 323 cases of SARS-CoV2 diagnosed in Portugal and 6982 deaths. The first Covid-19 case was diagnosed in Portugal on March 2nd 2020, and, in less than a year, this virus affected thousands of people.

Because of the virus's ability to spread, people had to reinvent their ways of being and living. The Portuguese government advised people to always wear masks, visors and gloves. No parties, festivals or get-togethers were allowed. A lot of campaigns with the aim of sensitizing people for the importance of avoiding being infected were launched by SNS. Below, there is a picture of one of the campaigns.

Figure 12 – Covid-19 campaign

Source: SNS (2020)

This campaign was directioned to the juvenile population and calls attention to the importance of washing hands or disinfecting them regularly, sneezing to a tissue or to the arm, to avoid gatherings and to maintain social distance from 1,5m to 2m. This advertisement also points out the phone number people should call in case of experiencing one of these three symptoms: cough, fever or difficulty breathing.

On March 22nd Portugal started the first lockdown where people should stay home and avoid leaving as much as possible. There were some exceptions announced by the Portuguese Republic (2020) where citizens who were not infected by the virus could leave:

- Health motives;
- Acquisition of services and goods;
- Working for people who could not work from home;
- Urgency and family reasons (assistance to vulnerable people, people with disabilities, children, parents, the elderly or dependents);
- Accompaniment of minors for short trips, for the enjoyment of moments in the open air and attendance at school establishments in exceptionally permitted cases;
- Travel required for the exercise of freedom of the press;
- Short trips for the purpose of physical activity, the exercise of collective physical activity being prohibited;
- Short trips for the purpose of walking pets.

Besides these restrictions, a lot of business industries, like shops who did not sell food, bars, discos and restaurants, had to temporarily close their doors to the public which caused a major damage in their profit. Many businesses did not survive these measures and have been closing their doors as the time passes by. "The chronic shortage of residents and the disappearance of tourists caused by the pandemic left many traders without customers and without the means to keep their spaces open" (Revez, 2020: 1). For this, businesses had to reinvent themselves and adopt new working habits and study new market approaches.

In the beginning of 2021 a new lockdown emerged in Portugal and businesses were affected as well. The journal Expresso developed an article where the experts in the matter

shared that they believe that more companies, especially in the catering industry, will eventually close. They quoted a study made by Banco de Portugal where 42% of these sector companies confess only to have capacity to resist five more months (Campos, et al., 2021).

3.2.1. Covid-19 impact in the business industry

Companies had to send their workers (the ones whose jobs were makeable from there) to work from home and many of them were set on layoff. In Portugal, the number of people on lay-off went from 2069 in April to 44403 in May (Lusa, 2020). The organizations did not have structure to handle all their employees payments due to the social and economic crisis the pandemic originated. Besides this, employers had to provide and invest in the necessary material for telework and had to renew the companies ways of work. According to the Portuguese Government, employers are required to pay the costs of telecommuting related to internet and telephone to their employees (Observador, 2021). However, the labor unions contest the lack of oversight in this matter and request a more clarified law.

New measures of protection have been applied across the globe. The Portuguese republic together with SNS and DGS developed new headlines to follow in the working environment in order to keep the virus from spreading. According to these entities, there are seven mandatory behaviours to obey:

1st: Washing hands regularly during the day or disinfecting them.

2nd: Coughing to the arm instead of coughing to the hand.

3rd: Respect the social distance.

4th: Disinfect the surfaces regularly.

5th: Self-monitoring of symptoms.

6th: Individual protection (masks, visors, gloves).

7th: (In)formation.

Most of the industries were affected by the restrictions Covid-19 brought. However, and "despite the temporary closure of thousands of establishments, a very significant share of Portuguese companies continues to function, even if not at the normal pace..." (Crisóstomo, 2020: 1). INE and Banco de Portugal developed a survey to understand how

many Portuguese companies were still working, what companies were teleworking and what companies closed. These companies answered the surveys between the 6th and 10th of april 2020 and the results are presented in the graphic downwards.

Figure 13 - Number of companies that closed in April 2020

A crise nas empresas inquiridas pelo INE

Semana de 6 a 10 de Abril

Em funcionamento
(mesmo que parcial)
3938

4793
Empresas que
responderam
ao inquérito

Encerradas
temporariamente
781

Encerradas
definitivamente
74

Fonte: INE e Banco de Portugal   PÚBLICO

Source: Público (2020)

4793 companies participated in this study and 3938 (represented in blue) were still functioning, even if in partial time, 781 companies (represented in orange) were temporarily closed and 74 of them (represented in red) were definitely closed. Less than one month after the beginning of the first lockdown, 74 businesses of this study sample had already closed, which is a big representative number and reflects the impact the pandemic had and continues having in the business industry.

Besides having to temporarily close or change their ways of performing, entrepreneurs lost part of their profit because some of their clients were afraid of going to the places due to fear of being infected. A study published in 2021 that analyzed the consumer behaviour in Saudi Arabia proved that this is a reality. From the sample they collected, women and older people are the most scared to be infected, and, for that, avoid these kinds of establishments (Sihem, et al., 2021). For that reason, industries see their profits reduced not only due to restrictions imposed, but also due to absence of buyers in their businesses.

Even though it is a difficult situation for most organizations, some industries benefited from the pandemic situation. The online orientated businesses and delivering services, for example, experienced their work volume raising. A study led by McKinsey & Company in 2020 showed that, due to the digital adoption, some industries covered an entire "decade in days" (Kohli, et al., 2020: 3). They found that delivery companies had to deliver in eight weeks what they used to deliver in ten years, and that online entertainment had a huge raise and Disney Plus took two months to achieve what Netflix achieved in seven years. This happened because consumer behaviour has changed along with all the other changes Covid-19 brought. People saw themselves obliged and in need to shop online, to learn online, and to subscribe to more entertainment channels due to the time people were spending at home. For this, it is even more crucial that businesses establish their brand as trustworthy to annul any discomfort people may have with operating online (Kohli, et al., 2020).

SMES were no exception to the Covid-19 impact, these kinds of businesses had to readjust as well. A study developed by the university of Zagreb pointed that the existence of Covid-19 led SMES to redefine their ways of working by adjusting to this new reality. The authors think that if small and medium enterprises survive this crisis, "They will emerge capable of adopting new technologies, and become more competitive under these challenging conditions" (Gregurec, et al., 2021:17).

The impact Covid-19 is having in all the industries is significant, either for better or worse, and for that reason is important to understand what the companies are changing and if they are obtaining positive outcomes with their approaches or not.

PART II

4TH CHAPTHER – METHODOLOGY

In the previous chapters, the literature review reflected the topics considered important to understand organizational change as a process, and to highlight its importance for the success of the change because the action of reading ensures the quality of the problematization (Quivy and Campenhoudt, 2013).

The present chapter focuses on the research object, its goals, and on the methodological strategy. Regarding the method, Marconi and Lakatos (2003) defined it as "a set of systematic and rational activities that, with greater safety and economy, allows reaching the objective – valid and true knowledge – outlining the path to be followed, detecting errors and helping the scientist's decisions." (Marconi and Lakatos, 2003:83). This is the practical part of the project where the problem will be investigated.

The object consists in formulating the research project supported by two dimensions: a theoretical perspective and a concrete research object (Quivy and Campenhoudt, 2003). This dissertation section aims to establish the approach selected to study the phenomenon chosen. From the first part of this dissertation, through the readings, it is possible to note that the object relies on how to successfully manage a change process.

4.1. Significance of the study

Conducting a process of change management was not always considered important in organizations in general. However, that is altering and "the need for integrative and holistic approaches to managing change is now acknowledged by people in many different fields." (Worren, et al., 1999: 284).

With the emergence of Covid-19 in our society, organizations had to readjust their way of working according to the new legislation and reality, and, for that, the pandemic is considered a reason for change "...caused by governments reacting to the health threat by locking down parts of the economy, as well as by individuals re-acting cautiously to the threat by, for example, cutting back on services from restaurants, bars, cinemas, and the like." (Foss, 2021: 271). The pandemic brought a broad change in all types of organization and it will be interesting to understand what response organizations are giving to the change imposed.

Changes can have positive or negative outcomes, and there are strategies that can lead to different ends. Through the authors studied before in this dissertation, there are several steps to achieve success while an organization is passing through a change process, one of them is communicating the change and other is to engage everyone with it. For many organizations fields such as communication, leadership and human resources, this study will prove to be important for understanding that these sectors actions deeply matter for the success of a change process.

The focus of the study will be about how the employees from the Portuguese company that started as a startup, named Science4You, were guided during the Covid-19 pandemic changes.

4.2. Research question

According to Quivy and Campenhoudt (2008) the research project must begin by a starting question, through which the researcher tries to express as exactly as possible what he/she seeks to know and understand. For the authors, a starting question should be relevant for the field of the study and clear. On the other hand, "a good starting question shouldn't be moralizing, no will try to judge, but rather to understand " (Quivy and Campenhoudt, 2008: 40). For this reason, the research question must be absent of opinionated tendencies and must have multiple different possible results (Quivy and Campenhoudt, 2008).

The starting question, and the "first common thread" (Quivy and Campenhoudt, 2013: 44), of this dissertation is **"How did the company Science4You manage people through Covid-19 internal changes?"**. This study research question aims firstly to understand what changes were applied and why, secondly how was the change process managed, and lastly what were the outcomes of the process.

4.3. Research objectives

Following Carmo and Ferreira (2008) an objective is to generalize the results to a given population under study from the sample, the establishment of relationships of cause-effect and the prediction of phenomena.

The general objective intended with this study is to analyze how Science4You company managed the internal changes triggered by Covid-19. Regarding specific objectives:

- To understand how Science4You guided the change process.
- To analyze the outcome of the change process.
- To realize if the employee's engagement is directly linked with the change process success.

During the project execution, it is aimed to gather information that allows achieving these objectives described with the purpose of answering the research question in the most possible viable, impartial and assertive way.

4.4. Methodological strategy

The methodological strategy aims for the intended research plan to be adopted and reflect on the object in question (Marconi and Lakatos, 2003).

This project, in the ontology field, inserts in a change and empiricism approach because it will study people's engagement, and, as human experience is multifaceted, that means that every single person has a different personality and that leads us to a different type of reaction. Since not every situation guides to the same results, regarding epistemology, this study has an interpretivist approach. This dissertation will follow a mixed methods approach (qualitative and quantitative methods) with the aim to understand the change environment inside organizations. The way the change process was conducted, what were the exact changes selected, how the employees reacted to it, and what were its outcomes, are four variables that will also be analyzed in order to recognize how it affected, either in a positive or in a negative way, the company performance in general.

4.5. Data collection

For the research to be valid, it is necessary to collect data to obtain information regarding the topic aimed to study. In the previous chapters, literature has served as a way to provide knowledge about certain subjects such as organizational communication, organizational change or small and medium enterprises.

In the second part of this dissertation, data was collected through interviews [16]and surveys with the aim to answer all the questions related to the change process inside the organization science4you.

Before heading to the interviews and surveys, in order to be capable of creating pertinent scripts and inquiries, a background research about Science4You was executed to understand the company history and evolution through the years.

4.5.1. Document research

With the purpose of understanding the change process inside the company, document research about the organization was elaborated. It is deeply important for the success of this investigation to perceive what internal changes were applied, why and when. The process of managing those changes and realizing its outcomes are two other relevant aspects to consider.

Reports, interviews and news about Science4You were red and analyzed in order to provide background about the company and its history. A company's chart was asked for with the aim of better selecting the employees for the interviews and surveys.

Knowing the previous way of working in Science4You and comparing with their way to operate nowadays is data that was collected during the interviews. Through the surveys it was possible to determine how the employees felt with the change process.

4.5.2. Interviews

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[16] The intwerviews were conducted in Portuguese for being the native language of all the interviewed.

Regarding qualitative methods, Godoy (1995) supports that these studies are the essential concern of each researcher and are related to the meaning that people give to things and to their lives. This approach "is useful to understand causal processes and facilitate actions based on research results" (Kaplan and Maxwell, 2005: 30). These last authors described qualitative methods as "... conducted in natural environments and uses data in the form of words rather than numbers, with qualitative data being collected from observations, interviews and documents and analyzed in a variety of systematic techniques" (Kaplan and Maxwell, 2005: 30).

This project resorted to exploratory interviews[17], responsible for "revealing certain aspects of the phenomenon studied in which the researcher would not have spontaneously thought of himself and, thus, complement the working clues…" (Quivy, 2013: 69), with the aim of understanding what, how, when and why were the changes applied.

Miguel Pina Martins, the company founder, was interviewed[18] with the purpose of answering the questions above on July 15th 2021 through an online google meeting. First, an email was sent to the general company email, and after a few days without response, we tried to reach him through Linkedin and Facebook. Miguel Pina Martins answered through Facebook and shared his email asking to be contacted through that platform. In the following week, Miguel's assistant replied, scheduling the meeting that lasted for around twenty minutes.

Five other employees from Science4You were interviewed[19] to obtain answers from a different perspective. The employees chosen for the interviews were all heads of departments to try to obtain perspectives on the leadership side, and to try to understand their opinion regarding their employees' experiences. On August 04th 2021 Ivo Marques, the head of Talent4You, and Manuel Sande e Castro, the head of Sales4You, were interviewed. Filpe Silveira, the head of Innovation4You, was interviewed on August 5th 2021 and the head of Operations4You, Tiago Pegado, was interviewed on August 23rd 2021. The last interview was with Filipe Almeida, responsible for the Online4You department. All the interviews lasted around twenty minutes and were made through google meetings, apart from Manuel Sande e Castro interview that was made through a phone call.

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[17] The scripts are present in appendixes A and B.
[18] Interview transcript are present in appendix C.
[19] Interview transcripts are present from appendix D to H.

4.5.3. Surveys

After the interviews were executed and the data collected, the next phase followed, a quantitative one, the surveys[20]. According to Knechtel (2014), quantitative research is a modality that acts on human or social problems, it is based on testing a theory and composed of variables quantified in numbers, which are analyzed in a statistical way, in order to understand whether the generalizations predicted in the theory are valid or not.

> "Quantitative methods are related to experimental or quasi-experimental research, which presupposes the observation of phenomena, the formulation of explanatory hypotheses for these same phenomena, the control of variables, the random selection of research subjects (sampling), verification or rejection hypotheses through a rigorous school of data, later subjected to statistical analysis and the use of mathematical models to test these same hypotheses" (Carmo and Ferreira,2008: 196).

The sample, "a conveniently selected portion of the universe" (Marconi and Lakatos, 2003: 163), of the study was sixty one employees from a universe of one hundred and twenty workers. The link to answer the questions was sent to the Human Resources, who sent it to all the employees' emails. The surveys were answered anonymously and online through Google Forms platform and were open for participation from August 2nd 2021 until August 30th. The data was analyzed with the support of Microsoft Excel and Google Forms platform analysis.

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[20] Survey script present in appendix I.

5TH CHAPTER – SCIENCE4YOU

Science4You is a Portuguese startup that develops toys related with Science to develop childrens' taste for this area. It was founded in 2008 and is now one of the biggest toys' companies in Europe.

Figure 14 - Science4You logo

Source:https://www.distribuicaohoje.com/producao/science4you-investe-3-me-aumentar-producao/attachment/science4you-logo-distribuicao-hoje/

5.1. The company foundation and evolution

Science4You is a Portuguese company that was founded in January 2008 by Miguel Pina Martins in partnership with the Sciences College of Nova University Lisbon (FCUL). The company started as his founder's final graduation project (degree in finances in ISCTE). Miguel Pina Martins was challenged to create a business idea that allied science and children. After presenting his project, the company was created under the FINICIA program, with a share capital of 55 thousand euros, in which 45 thousand constituted micro venture capital financed by inovcapital. (VerPortugal) Miguel Pina Martins only invested €1125 from his personal money to invest in Science4You, he sold his car for that end.

This organization develops, produces and markets educational and scientific toys for children and their headquarters are situated in MARL (Lisbon Region Supply Market, SA.) in Loures. The first toys they created, along with its logo and box, were entirely created by Miguel Pina Martins. One of those toys was called "Física em Gruas". (VerPortugal) Below there is an image of the toy.

Figure 15 - One of the first Science4You toy

Source: https://www.fnac.pt/Fisica-em-Gruas-Science4you-
Jogos-Educativos-e-Electronicos-Jogos-Cientificos/a225657

It started as a start up and has been evolving since then, being now the bigger toys company in Portugal and representing a significant percentage in Europe. In Portugal, they are present in all the big commercial superficies like Colombo, Cascais shopping, Almada forum and Dolce Vita Porto. In October 2009 the company expanded their business and started to sell internationally. Spain was the first country to where they exported their toys followed by Angola and Brasil in 2010. Nowadays, Science4You is exporting to forty five different countries in Europe, Asia, North and South America and in Australia. According to Pimentel (2018), in Observador, their sales were 70% represented by international trades.

2011 was the year when they opened their first subsidiary in Madrid, Spain. Later on, in 2013, the company opened their second subsidiary in the United Kingdom and signed a partnership contract with Oxford University to add their symbol to the symbols' of Universidade Lisboa and Universidade Autónoma (Spain) to their toys.

In the first chapter of this project, the mission, vision and values theme was approached and it was concluded that an organization's purpose is their mission, so what Science4You states as their mission is to "develop and entertain young minds for a better world" (Science4You.pt) through "innovation, learning, trust, quality and fun" (Science4You.pt) that are their values.

Figure 16 - Science4You mission and values

Source: https://www.science4you.pt/conteudo/sobre-nos/4

Besides the toy's market, they also began to organize birthday parties and holiday camps for children between six and twelve years old with different activities always related with a STEAM area (science, technology, arts, mathematics and engineering).

In 2011, the organization won their first award, the 1st prize at the European enterprise awards, in the internationalization category. Until now, they have been winning

remarkable prizes, both national and international ones. The last prize the company won was in 2020, the 1st prize at BlogOn toy awards, in the eco toys category.

Science4You, which started as a small and medium enterprise, "Thirteen years and several rounds of venture capital investment later, it has accumulated 75 million toy sales" Petiz (2021). In 2017 the company profited 27 million euros, which has been a huge increase compared to 2016 Laranjeiro (2018). According to Petiz (2021) Science4You employs three hundred people. With this data, and with what was achieved in the literature review, it is possible to understand that this company was no longer considered a SME, not because of their annual profit, but because it has more than two hundred and fifty employees. Even though the three hundred employees did not all work in Portugal, the company headquarters is in Portugal. Nevertheless, with the information gathered from the interview with Miguel Pina Martins, the company is again considered a SME due to the number of employees they now have. This conclusion follows the requirements of the European Union for a company to be a small and medium enterprise.

5.2. Science4You internal structure

As any other company, Science4You has an organizational structure as represented in the organogram below.

Figure 17 - Science4You chart

Source: Science4You

The company has ten departments plus the board. Each department director has a seat on the board. Between those departments, tere are the IT, finance, audit, talent, procurement, PMO (customer care), sales, innovation, online and operations. There is no department entirely dedicated to communication. However, the online department has a digital communication subdepartment, and the talent department dedicates their work to human resources.

5.3. Internal communication

All companies must communicate internally and externally, Science4You, is not an exception. Internally, the communications are done through four procedures:

- Organization Notes (Administration or CE) - Communications of interest to the entire company and that come from the Administration and Executive Committee.
- Internal notes (other Departments) - Clarifications to the Organization's Notes or rules that are not transversal to the entire company.
- Email - Diverse information.
- General Meetings - there is a monthly meeting.

The first two procedures are in charge of Talent4You department, and the other two are in charge of each department individually. The communication is done through email and is available on the company intranet.

During the pandemic, the internal communications were majority made by the Talent4You department. However, the Board also intervened when needed. Inside each department, it was possible to acknowledge, through the interviews, that the communication was rather individual. As each head of department belongs to the board, they were part of the people who decided the changes. Therefore, they were in charge of guiding and transmitting some of the decisions in their own department without the Human Resources intervention.

5.4. The company during Covid-19

With Covid-19 arrival, along with all the other types of businesses, Science4You had to readjust and reinvent their working approach. Besides making their factory available for producing alcohol gel, and offering one thousand protection masks and protection glasses to help preventing SARSCoV2 from spreading (Faria, 2021), the company reacted very well externally by being the first in the whole world to develop an anti-covid toy to teach the children what is a virus and how they can protect themselves from it (Mairos, 2020). Below there is an image of the toy.

Figure 18 – Covid-19 toy launched by Science4You

Source: https://www.science4you.pt/loja/brinquedos-de-ciencias/fisica-e-quimica/laboratorio-antivirus/501

During the pandemic, the company was again considered a start up due to the number of employees that was reduced to 120. These readjustments Science4You made are accompanied by many others that were investigated in the practical part of this dissertation. In terms of internal change, people were sent home for home working and some of them were set on a layoff regime. The working structure in MARL was all readjusted to obey the

pandemic safeness rules. They even purchased a new hall for all the employees to fit. The cafeteria was also reorganized and lunch schedules were made to avoid people's concentration.

Nowadays, Science4You employees are working in a presencial regime again. However, and due to the pandemic, they now have one day per week, apart from Monday and Friday, when they can work from home after asking the head of the department if it is possible.

In the data analysis, all these changes will be presented and analyzed with the aim of understanding if the change process was well managed.

6TH CHAPTER – DATA ANALYSIS

As referred to before, for this study to be valid, information from inside Science4You was collected through interviews and surveys. Throughout this chapter, the results obtained from that investigation are presented, explained and connected between them.

6.1. Exploratory interviews analysis

With the purpose of acknowledging the changes applied in Science4You, its management, communication, barriers and outcomes, six interviews were done. In the methodological chapter the respondents were introduced and throughout this chapter their answers will be analyzed and compared. As the interviews had a semi structured character, the questions were slightly different according to the evolution of each interview, therefore, the analysis will be by theme, and not by question.

6.1.1. Internal Changes

Firstly, from the information collected from all interviews, it is possible to indicate what internal changes were applied in the company. All the changes indicated are represented below.

Figure 19 - Internal changes mentioned in the interviews

Source: Self elaboration

The first implemented measure was to create an internal contingency plan towards Covid-19. An awareness-raising action was made mandatory to all the factory employees, and, a few weeks later, the action was done again, and there were many more people attending from different departments. The difference between the number of participants was due to the increase of infections in the world, and, consequently, the fear that people were starting to feel.

The most mentioned change was changing into home office. Due to the high risk of Covid-19 infection, everyone, whose work was possible to do from home, started teleworking. However, there were some exceptions, like the department directors, who continued going to the office during the lockdown. With the increase of virtual working, the company had to readjust their ways of working and invest more in digital platforms, daily meetings and conferences to assure the employees could do their job and that they

were being accompanied and helped during this new reality. However, for the store's employees, working from home is not a possibility. Therefore, Science4You closed their stores even before the lockdown was announced, and asked those workers to schedule their vacations for that period when the stores were closed.

Layoff was also implemented to the store's employees, and, in April, the company set 90% layoff for the office employees for approximately 45 days. Some of the factory staff were also set on layoff. However, layoff was over for them before the agreed date (end of April) because they had to return to the factory to start the alcohol gel and protection glasses operation.

When the factory workers returned, a new production line was set active. Instead of producing toys, the goal was to produce alcohol gel, and, for that, the company had to invest in bombs and in an hermetic room to obey the regulations for its production. Besides this, the workers had to learn new working ways, not only because they were producing something new, but due to the new rules imposed to assure the maximum social distancing possible. Along with the production of the new product (alcohol gel), the workers had to unpack protection glasses from the toys they had in stock to sell them individually.

To assure social distancing between the workers, circulation corridors were created, and each employee started having a schedule to attend the cafeteria to avoid crowds and contact between everyone. Besides these measures, the cafeteria disposition was altered also to promote social distancing, and the office layout was radically altered. The company rented another space in MARL[21] to divide the office workers allowing their employees to work according to the DGS[22] rules.

6.1.2. Managing the change

With the aim of understanding the new health esphere, and to act accordingly to what was approved by DGS, a set of board meetings were made in Science4You. These meetings were where the change decisions were elaborated. These decisions were rather hard to decide because the board did not have clear what to do and how to implement it.

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[21] MARL - Mercado abastecedor da região de Lisboa.
[22] DGS - Direção geral de Saúde.

They wanted medium term plans, but they could only develop short term ones due to the lack of knowledge there was about the disease, and to the future humanitarian scenario.

There is no consensus feedback regarding existing someone entirely responsible for managing the change processes. All the participants, as they belong to the board, share that they had responsibility in the decisions that were made because they were always present in the meetings. However, most of the sample explains that there was not one person who was, exclusively, in charge of guiding the change. Instead, each department director should guide their staff towards the changes imposed by the board. On the other hand, Ivo Marques, the head of Talent4You (Human Resources), shared that his team had an important role in the Covid-19 measures implementation because they were the ones who developed and orientated it inside the company, and submitted it to the administration for approval.[23] Supporting Ivo, comes Manuel Sande e Castro, the head of Sales4You, who agrees that the process was managed by the Human Resources with help from the board.[24] Miguel Pina Martins, the company CEO, said he does not find it necessary to have someone entirely dedicated to manage the change process in a small company like Science4You.

Targeting to motivate their department and, in a certain way, to guide their staff, all directores, scheduled regular online meetings. The periodicity depended from department to department, and from phase to phase, but in most cases, it was daily or weekly. From the feedback gathered, all the participants believe these meetings were important to increase employees' confidence and to reassure them from their fears and insecurities.

6.1.3. Communicating the change

Regarding communicating all the changes, the experiences are similar. On March 12th 2020, the human resources department communicated, through a general email, that from the following week onwards, the home office would start in a rotative logic.

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[23] "Fomos nós que definimos o plano inicial, fomos nós que definimos todas as regras, fomos nós, inclusive, que demos orientações, que submetemos à aprovação da administração a alteração do layout da empresa, a partir do regresso, isto é, a partir de maio de 2019." (appendix D).
[24] "(...) foi tipicamente liderado pelos recursos humanos, essa componente da comunicação, e tipicamente isto é liderado pelos recursos humanos, e mais pelo Ivo, que é o director de recursos humanos, e depois com o suporte do board e do Miguel, do CEO, naturalmente" (appendix E).

The change communication was led by the Human Resources, especially by Ivo Marques with the board support. There was also a presential meeting, with the indicated social distancing, directed by Ivo Marques and Miguel Pina Martins to explain the situation and what were the new approaches.

Inside the company, communication was done in three ways:

- Via email - everyone has access.
- Via call - anyone with the pin can enter.
- Weekly meetings - each department individually.

According to Filipe Silveira, the head of Innovation4You, there were no constant general meetings after the first one. Each department director should clarify and guide their team.[25] However, he feels that the directors did not succeed in that task, they could not provide clear information to their sector, because the Portuguese Government did not provide the business industry coherent data.[26]

On the other hand, Tiago Pegado, the head of Operations4You, tried to motivate his team with constant communication, and with constant conversations about the importance each one of them had to the companies' success[27].

Miguel Pina Martins believes that there was no one responsible for communicating the change process, from his perspective it was a phenomenon that happened over time, and there was no need to have someone entirely in charge of guiding it.

6.1.4. Employees perspective

Following the information collected from the interviews, the company employees felt afraid at the beginning of the pandemic due to the unknown situation. However, at the end, the mission spirit prevailed and the fear was defeated specially by those who continued working in a presencial mode in the company infrastructures.

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[25] "Não tivemos reuniões constantes gerais em que conseguimos explicar tudo às pessoas. Partiu se calhar um bocadinho dos directores deixar as equipas esclarecidas dentro dos possíveis (...)" (appendix F).
[26] "(...) fomos tentando esclarecer, deixando as pessoas esclarecidas, mas acho que nunca fomos muito esclarecedores enquanto empresa (...)" (appendix F).
[27] "Basicamente, nós íamos quase, dia a dia, dizer que a empresa dependia disto." (appendix G).

Tiago Pegado, the head of Operations4You, believes that the factory workers did not always feel recognized and, consequently, motivated. Nevertheless, the director argues that, never being satisfied, is a natural characteristic of the human being, and that the company did thank and acknowledge their job and sacrifice for the team.[28]

Miguel Pina Martins believes that motivation was not hard to develop among the employees, it was something that came natural for people due to the external conjuncture.[29] Filipe Silveira, the head of Innovation4You, feels that employees were committed to the change cause, but, some of them, decreased their output. However, some of the employees improved theirs with the changes applied, so it was a balanced result.[30] On the other hand, the director argues that the team spirit got lost due to the digital environment installed.

In general, the opinions shared through the interviews revealed a positive perspective about the change process. Some of the participants comment that it would have been positive to have medium/ long term plans, but understand that it was rather hard to create due to the unknown situation that was causing the change.

One aspect most participants had in common, was to perspective the change as a mandatory necessity. They used expressions like "it was a matter of life or death", "stop is dying", and "we survived". The change was not something optional and everyone knew it was absolutely necessary because what mattered was to prevent the company from failing.

6.1.5. Change outcomes

The general perspective collected from the interviews about the change outcomes was highly positive. Most of the participants believe that the changes brought positive aspects to the company, for example, the chance to attend more meetings per day due to the online format.

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[28] "Se me perguntarem se eles se sentem devidamente reconhecidos, eu acho que: primeiro, é do ser humano muitas vezes nunca estar satisfeito, ok? Eu acho que, efetivamente, a empresa (...) deu reconhecimento, se é o reconhecimento que as pessoas pretendiam, não sei." (appendix G).

[29] "Nem havia outra hipótese sem ser estarem motivados porque isto era uma questão de vida ou de morte" (appendix C).

[30] "(...) o output foi um bocadinho pior durante a pandemia, durante os confinamentos. Mas há pessoas que conseguem realmente aumentar o seu output." (appendix F).

Even when the change was not as well implemented as wished, it always had a positive and interesting point of view, because there are always learnings people gain for failing and for understanding what does not work.

Filipe Silveira believes that, in general, employees' performance diminished during the pandemic. Nevertheless, the director also believes that there are exceptions to the rule, and that a percentage of the workers improved their output.

The company CEO trusts the change had a positive outcome because, at the end of the day, the company "survived".[31]

6.1.6. Change barriers

The participants identified the unknown of the situation as a barrier to the change, because it has forbidden them to act as they thought would be best, and prevented the board from creating medium/ long term plans.

There was a loss of team spirit which may cause a dimminuish of motivation and engagement between the employees. Filipe Silveira believes that the biggest challenge throughout the change process was to motivate, orientate and accompany people with the home office implementation.[32] The director tried to overcome that barrier by scheduling constant meetings with the aim of providing more clarity to his team and to improve their focus.

6.2. Surveys' analysis

With the aim of understanding a general perspective from the employees side regarding the change, anonymous surveys were applied. The surveys were replied to in digital format, through google forms, and they were anonymous to assure the maximum percentage of impartiality from those who answered it.

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[31] "Acabaram por ser positivos, permitiram-nos sobreviver no final do dia, o que acaba por ser sempre essa o grande foco não é?" (appendix C).
[32] "O maior desafio nessa fase foi realmente deixar as pessoas orientadas, motivadas, acompanhadas…" (appendix F).

From a universe of 120 workers (Value in August 4th 2021), 61 participated, per se, half of the company employees replied to the survey that was closed on August 31st 2021.

To characterize the sample in this investigation, it is important to visualize what departments the respondents belong to, because changes have been applied differently between departments. Below, there is the graphic that reveals the percentage of workers from each section that replied to the survey.

Graphic 1 - Department

Source: Self elaboration
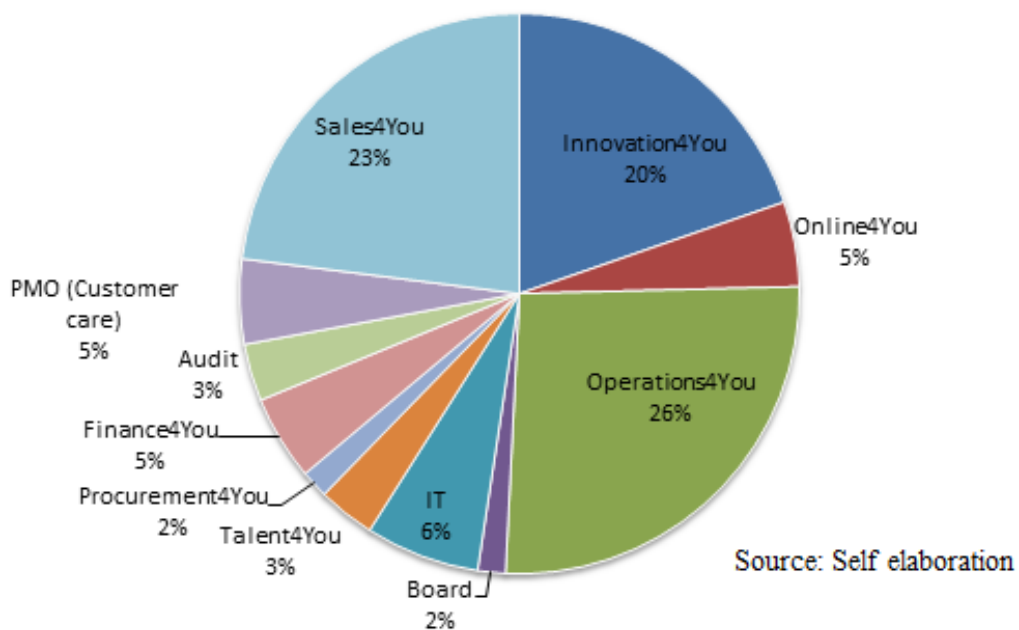
It is possible to conclude that Operations4You was the department with a higher response percentage. This sector includes the factory workers, and, according to the interviews, a great part of those employees continued working in the beginning of the pandemic to assure the company survival, which is an important aspect to take into consideration when analyzing the responses obtained. We will consider Procurement4You department as the sector with a lower percentage of response, because all the departments directors belong to the board, and the ones who replied to the survey, considered themselves as workers from their own department instead of the board.

For being capable of acknowledging the time each respondent has been working in the company, and to contextualize it with the pandemic reality, the graphic below reflects each employee's time in the company.

Graphic 2 - Years in the company

■ <1year ■ >1year<2years ■ >2 years<3years ■ >3years<5years ■ >5years
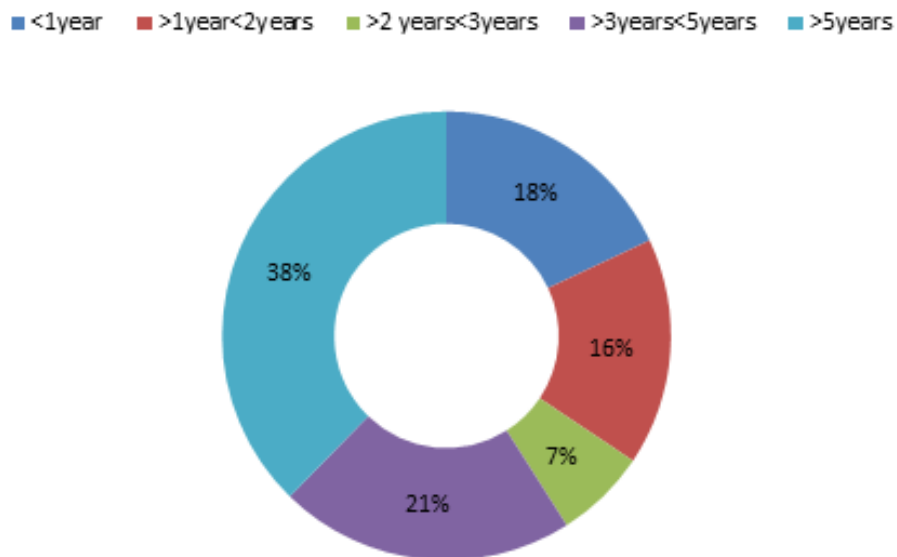
Source: self elaboration

Covid-19 in Portugal started to massively change people and companies quotidiennes in march 2020. From the graphic above, it is possible to determine that only 18% of the respondents started working in the company after that date. The rest of the workers were present before the pandemic and are still working in the company now, therefore, 82% of the sample gathered are able to compare the prior Covid-19 working quotidiane in Science4You, to the current situation. However, all feedback counts, and from what was investigated, changes inside the company happened sequentially, and people who started working in the company after march 2020, have also experienced change processes inside the business so their opinion is considered relevant for the study.

The third question of the survey was: "Do you like working in this area?" The purpose of this question is to gain a sense of the employees' feelings about their work, if they like it or not because, logically, a person who likes what is doing, is usually more engaged and more committed to it. In the following graphic the answers obtained are represented.

Graphic 3 - If employees like working in the area
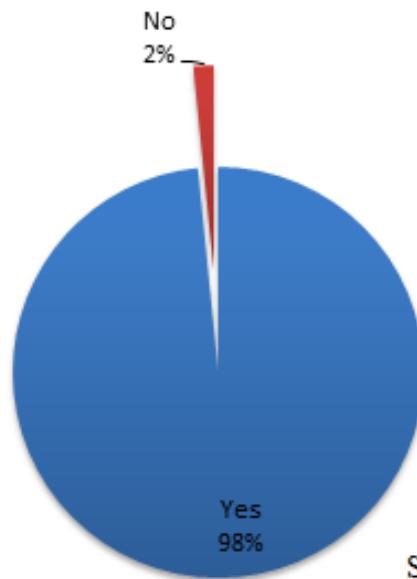
Source: self elaboration

One of the respondents answered "No", and the other sixty employees replied "yes". This analysis proves that most of the sample inquired are happy in the area they are working in.

Change, as acknowledged in the theoretical chapters, is a constant in the contemporary organizational society. With the pandemic evolution, most organizations were obliged to implement changes and this fourth question aims to understand if Science4You employees felt them or not. 19,7% of the employees did not feel changes at all, and the other 80,3% did feel them. For the employees who answered "no", the survey was over because their perspectives were not considered valuable to evaluate the change process management.

Graphic 4 - If employees felt change during the pandemic
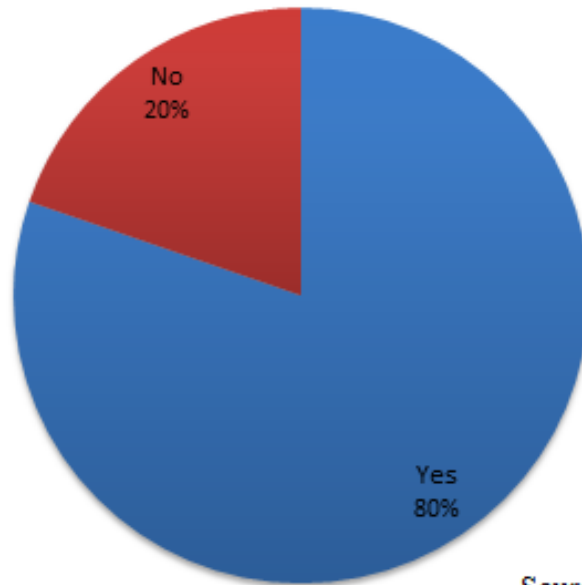
Source: Self elaboration

To understand what changes were felt, the following graphic represents the percentage of respondents who felt the pointed changes during Covid-19 inside Science4You.

Graphic 5 - Changes felt
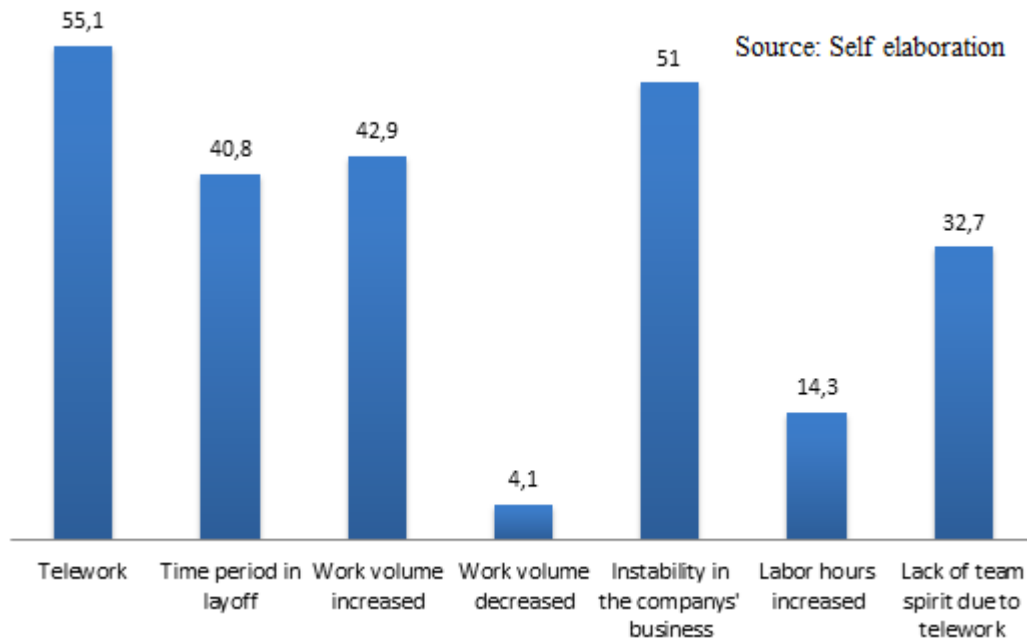
None of the indicated changes was felt by all the sample inquired, which proves a possible variety of perspectives from people who had different working experiences during Covid-19 pandemic. The change most employees felt was to start working from home followed by instability in the business industry. Working from home made 32,7% of the respondents to experience less team spirit. A great percentage of the respondents were set on layoff for a determined period of time. In comparison, almost 50% of the study participants felt an increase in their working volume versus 4,1% who felt a reduction. In terms of working hours, 14,3% of the employees confess working more hours than before.

To the question "Was there anyone responsible for guiding the employees during the change process?" 67,3% of the participants replied yes, and 32,7% no.

Graphic 6 - Was there anyone responisble for guiding the change process inside the company?
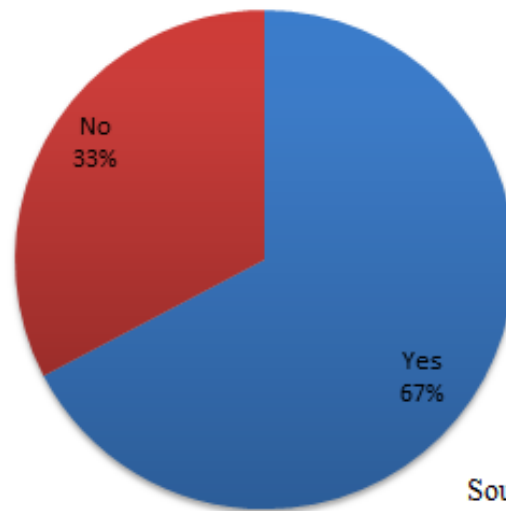
Source: Self elaboration

For those who replied "no" to the previous question, an extra one was asked. The goal was to understand if they felt necessary to exist someone responsible to guide them throughout the change.

Graphic 7 - If employees felt the need to have someone guiding the change process
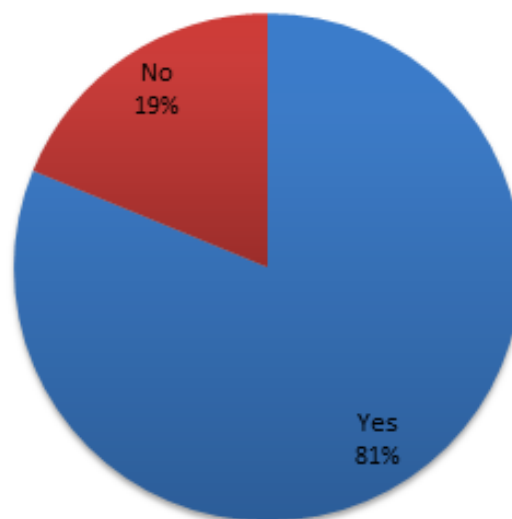
Source: Self elaboration

As it is possible to conclude from the graphic above, the majority of the participants believe it was necessary to have someone responsible for guiding them throughout the change process. With these results, it is possible to acknowledge that a considerable percentage of people felt without guidance what may influence the following question results.

Motivation and engagement, as stated in the theoretical chapters, are two important key aspects that companies must seek and foment in employees. During a change process, making employees feel on board with the mission is highly important for its success. The eight question in this survey was "Did you always feel motivated to work during the change process that happened in the company?" and the outcomes received were the most fierce. 55,1% of the respondents answered "yes", and 44,9% replied "no".

Graphic 8 - If employees always felt motivated to work during the change process

Source: Self elaboration
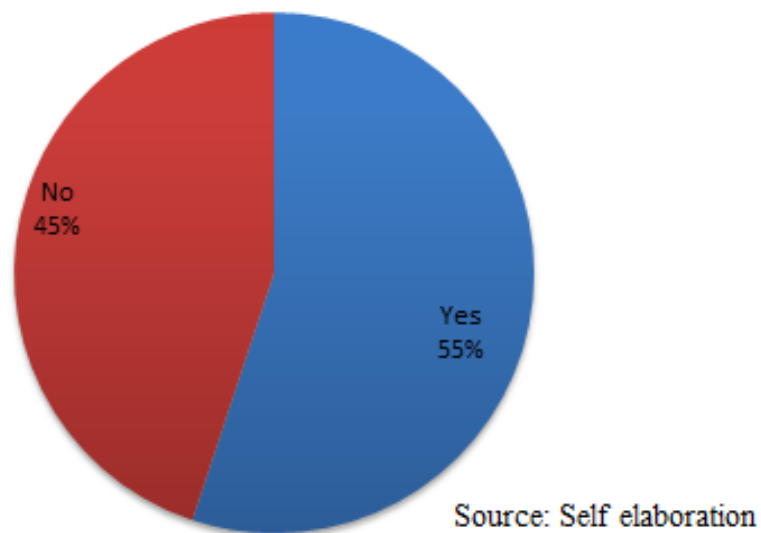
In the graphic below it is possible to determine that most of the employees believe the changes outcomes were positive. Even so, a significant percentage of respondents (32,7%) feel otherwise.

Graphic 9 - If the change outcomes were positive

No
33%

Yes
67%
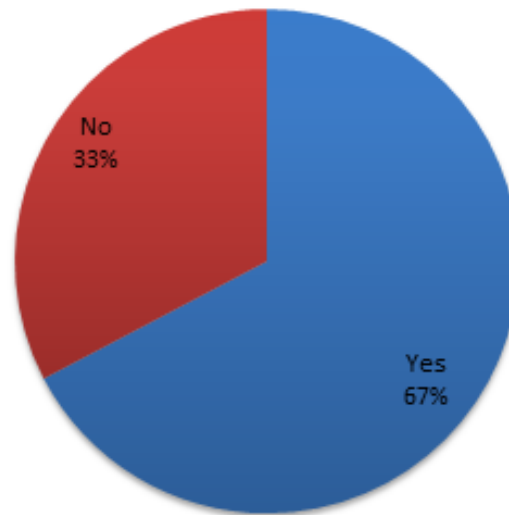
Source: Self elaboration

The last question of the survey was "Would you do anything different to manage Science4You during the pandemic?". The majority answered "yes" and 28,6% of the sample "no".

Graphic 10 - If employees would do anything different to manage the pandemic inside Science4You

No
29%

Yes
71%
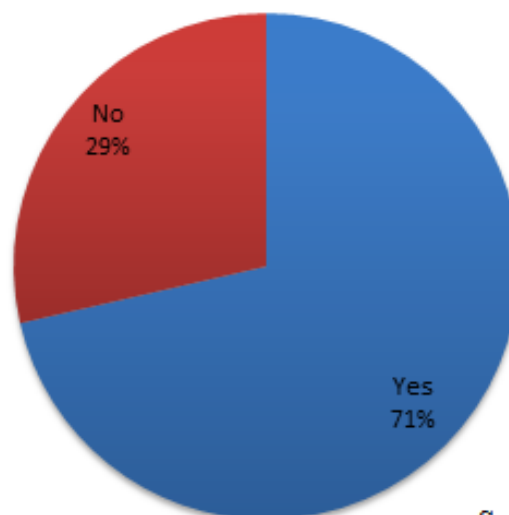
Source: Self elaboration

Even though the majority felt the change outcomes were positive, a great percentage of employees would manage the change differently inside the company.

6.3. Crossing between the surveys and the interviews

Throughout this subchapter the variables approached in the interviews and in the surveys will be analysed and compared with the aim of understanding all the perspectives about them.

6.3.1. Internal Changes

The first crossing will be between the survey question regarding what changes the employees felt, and the internal changes applied mentioned by the interviews' participants.

Regarding the first change felt, telework[33], is the change with the higher rate of percentage in both formats. All the interviews' participants mentioned it as a change in the company, and 55,1% of the surveys' respondents pointed it out as a personal change in their working quotidiane.

Layoff was also referred to by Ivo Marques[34], Tiago Pegado and Filipe Silveira and by 40,8% of the ones inquired by survey, therefore, it also has a great height in Science4You change process as a change applied. Work volume increasing, decreasing and labor hours increasing were not mentioned during the interviews but were changes chosen in the surveys by, and correspondingly, 42,9%, 4,1% and 14,3% of the participants.

Another change approached was instability in the companys' business, and Filipe Almeida, Tiago Pegado, Miguel Pina Martins, Filipe Silveira and Ivo Marques revealed to agree with it by referring more than once to expressions like "it was a matter of life or death" (Miguel Pina Martins: 2021) and for showing that the changes applied were

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[33] "Mas as medidas iniciais foram muito essas, home office e depois lay off, simplificado, e que as pessoas estavam todas em casa..." (appendix F).
[34] "Nós primeiro avançámos para layoff com as lojas, e logo no mês de Abril tivemos em layoff a 90% para a grande maioria do escritório de forma a não ter cá praticamente ninguém (...)" (appendix D).

necessary to avoid Science4You from closing doors to the public. It was also a change selected by 51% of the survey respondents.

The last change given as an option in the surveys was "lack of team spirit" and 32,7% of the responses were positive about this change. Filipe Silveira[35], Manuel Sande e Castro, Filipe Almeida and Ivo Marques feel the same regarding this variable.

Apart from these changes, throughout the interviews other ones were indicated by the participants. Lockdown was a reality and one of the changes mentioned. Even though it was a mandatory external demand due to the pandemic conjecture, it was also considered as an internal change. Due to Covid-19 high risk of infection, social distancing, mentioned by Manuel Sande e Castro[36], Ivo Marques and Tiago Pegado was another new aspect of people's quotidians' life, either in the office environment, or in the factory, or in the stores. Therefore, to avoid peoples' contact the most, new measures were adopted:

1. Anticipated vacations for the store's staff, pointed by Ivo Marques;
2. Circulation corridors inside the company insfrastructures, referred to by Tiago;
3. A new space to provide more room to redistribute people allowing a bigger distance mentioned by Ivo Marques and Manuel Sande e Castro;
4. Cafeteria schedules to guarantee the less employees possible eating at the same, as it is a period when people take their masks off shared by Ivo Marques and Tiago Pegado.

With telework implementation, according to Ivo Marques, Manuel Sande e Castro, Filipe Silveira and Filipe Almeira, Science4You had to invest more in digital platforms to work, and the digital world aligned with working at distance, according to Manuel Sande e Castro and Ivo Marques, generated daily meetings. Aiming to guide people throughout all the change processes, Ivo Marques shared that training actions were available for the company employees.

6.3.2. Managing and communicating the change

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[35] "P11: Pois, mas mesmo, por exemplo, a dinâmica de estarem presentes, e de haver um espírito de equipa…
R11: Sim, é verdade, isso muda um bocadinho." (appendix F).
[36] "(...) passámos a ocupar um espaço muito maior por causa do distanciamento social (...)" (appendix E).

The second crossing will be between the sixth and seventh survey questions and the information collected from the interviews regarding who managed and communicated the change process.

Throughout the surveys it was possible to understand that the majority of the participants felt there was someone responsible for guiding the change process. However, 33% did not feel the same way, and to these people who felt without a figure to guide them, another question was asked "Did you feel necessary to have someone guiding the change process?" and 81% replied "yes" which proves that there were employees without a clear idea of the change process, and who may have felt lost throughout it.

The interview's results pointed exactly to the same perspectives as the one gathered throughout the surveys. There are participants who believe there was no one managing and communicating the change process, like Miguel Pina Martins and Filipe Silveira[37], and others who feel otherwise. Ivo Marques and all Talent4You department are seen as the ones who communicated and managed the process inside Science4You with the board support. Each department director also felt in charge of guiding their own team towards the change and to communicate them the approach. In the scheme below, all the information above is resumed.

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[37] "Não tivemos aqui uma figura como um provedor, não, isso não existiu." (appendix F).

Figure 20 - Managing and communicating the change resume
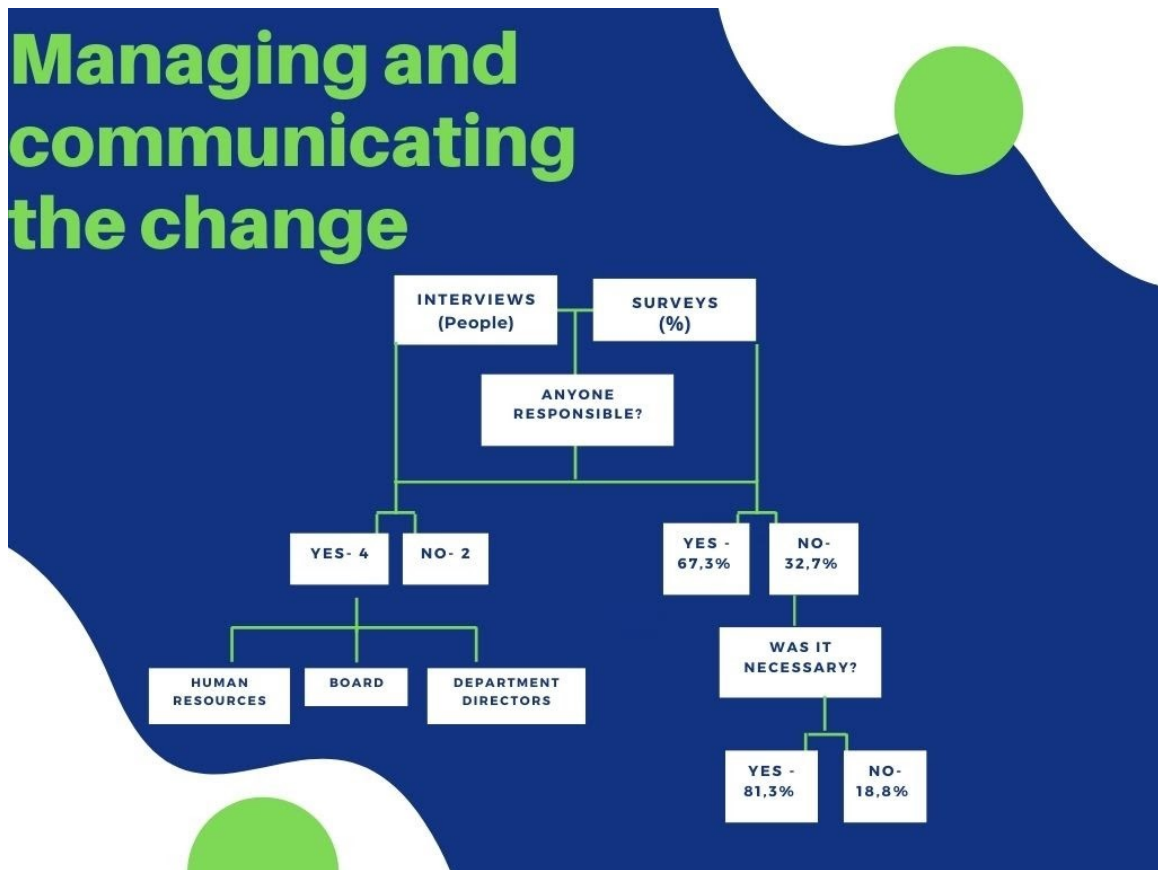
Source: Self elaboration

6.3.3. Employees motivation throughout the change

The cross between the survey question "Did you always feel motivated to work with the change process that happened in the company?", and the employees perspectives that were understood from the interviews, is analyzed in this subchapter.

45% of the survey's respondents did not feel motivated to work with the changes, which represents a great percentage of employees who were not engaged with the change process. This motivation issue may be associated with the absence of a main figure, recognized by all, managing the change process and engaging the employees all the steps of the way.

Following the interviews data, it is a general belief that the company acted in conformity to the needs required. At first, people were afraid of the new conjecture, but with time, started to work according to the changes. In Tiago Pegado's perspective, the factory workers, who were in the front line, always felt supported, but not always

recognized for the work they were performing[38]. Therefore, the department director assumes that motivation among these workers was always oscillating.

Some of the interviewed also believe that there were employees who improved their commitment to the company and worked more and harder than they were supposed to. Miguel Pina Martins shares that it was natural from people to motivate themselves, and this output can be connected with some expressions that were used throughout the interviews which made implicit that if people were not engaged with the change, and if the change did not have positive outcomes, Science4You could go bankrupt.

As the interviews' results represent the headship personal perspective, and their beliefs regarding their team's experience throughout the change, and the surveys capacitate us to to understand each respondent's personal opinion, in this topic the outcomes are not identical and slightly differ from each other. In general, the head of departments and the company CEO believe that employees were motivated, especially because the reason why the changes were occurring, required them to be self motivated, for being a matter of "life or death". However, there were some department directors who felt some of the employees reduced their output and work results like Filipe Silveira for example. The surveys' outcomes show that the majority of the respondents felt motivated throughout the change process, but a great percentage of 45% revealed not to be motivated. Even though there were more employees motivated from the sample collected, the results are too divided, and the number of employees who were not motivated with the change is high.

6.3.4. Change outcomes

In general, the feedback gathered, either through the interviews, or the surveys, indicates that most employees feel the change process had successful outcomes. Some of the interviews' participants share that the outcomes were positive because it allowed the company to continue functioning.

Throughout the interviews the perspectives were similar, each time a company implements change, it aims to achieve positive outcomes, and, consequently, better results. Even though sometimes it does not go as expected, the errors provide precious insight

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[38] "Eu acho que, efetivamente, a empresa, como é que eu hei-de dizer, eu acho que deu reconhecimento, se é o reconhecimento que as pessoas pretendiam, não sei." (appendix G).

regarding what not to do. The department heads believe the change led Science4You to success.

In the surveys, to the question "Do you believe the outcomes achieved with the change were positive?" 33% replied "no", and 67% "yes", therefore, the majority views the change as something positive for the company, which goes in accordance with the information collected throughout the interviews.

Nevertheless, in the surveys, to the question "Would you do anything different to manage the pandemic inside Science4You?" 71% of the participants replied "yes", and 29% "no". A great percentage of the respondents feel that the pandemic could have been managed in a different way. Throughout the perspectives shared in the interviews, it was possible to acknowledge that most of the participants would not manage the process much differently because the reason for change was something unknown, and it would have been hard to do it any other way due to the lack of information regarding Covid-19. Nevertheless, the aspects more highlighted were medium/ long term plans, starting the home office earlier for everyone, and to anticipate the circulation corridors implementation.

CONCLUSION

Organizational change is, without doubt, and according to Lewis, et al. (2020), a constant in the contemporary quotidiane. Therefore, the need to assure its successful management becomes urgent.

During Covid19 pandemic, Science4You started training actions for their workers, sent them to home office and applied layoff. The stores' employees were asked to anticipate their vacations. In MARL infrastructure, circulation corridors and cafeteria schedules were created, and a bigger office space was purchased to avoid social contact the most. Digital platforms started to be more used due to home office, and most of the meetings happened online. The company altered their production line to survive the pandemic, and started producing alcohol gel and selling protection glasses.

This project answers the starting question indicated in the introduction **"How did the company Science4You manage people through Covid-19 internal changes?"** by completing the research objectives highlighted in the methodological chapter.

The first objective is to understand how Science4You guided the change process and with the perspectives collected from both formats, there is no consensual response regarding existing someone entirely responsible for managing and communicating the process. Kotter (2007) believes that a change process requires redefining and establishing leadership and communication. In Science4You this stage of the change was not properly followed as the interview participants shared distinct feedback concerning who was entitled to guide and communicate the process. The opinions are divided between the Human Resources and each head of department. In the surveys there are even participants who feel that there was no one responsible for managing the change, and 81,3% of those participants share that it was necessary to have someone in charge of guiding the process, which may indicate that the employees felt without guidance.

The second objective is to analyze the change outcomes and throughout this dissertation research, it is possible to acknowledge that Science4You understands the outcomes of their change during covid19 as positive. However, the participating sample in the interviews, associated their success with the fact that the company did not go bankrupt, and not with better outcomes than the ones they used to have. Even so, the interviews and surveys reveal that a significant percentage of the participants would have managed the

change differently, which can be a sign of dissatisfaction. Some of the interviewed shared that medium/ long term plans would have been more effective for the change success, but understand that, due to the international health situation, those plans were hard to establish. Another perspective is that the safety measures (circulation corridors, tele work...) should have been applied earlier than they were.

The third objective to accomplish is to realize if the employees engagement is directly linked with the change process success. Maslow's pyramid of the hierarchy of needs[39] highlights, between others, the safety and the social needs. The survey answers indicate that five of the changes felt were lack of team spirit, business instability, layoff, increase of work and labor hours, which proves that both these needs were in danger among Science4You employees. Therefore, managing and communicating the change process properly, should have been a priority in the company to assure the team needs, and, consequently, their motivation.

To corroborate the previous argument, in the surveys a significant percentage of 44,9% did not feel motivated throughout the change process, which indicates that the change process was not correctly managed and communicated.

All the authors studied about change management and communication state that people's involvement is vital for the changes' success. Robbins (2010)[40] presents a group of motives for obstacles and resistance to change, and they all include people's fears and the possibility of them rejecting the process.

In conclusion, and despite Science4You did not follow all the steps studied by Kotter (1996)[41] for a successful change, the results of the change are considered positive which proves that the "steps for success" in change management can be different depending on the organization, the situation and the moment. Perhaps, if there was someone entirely responsible for managing and communicating the change process, there would have been a higher percentage of employees who felt motivated throughout the change, and the process would have a bigger commitment and even better results.

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[39] Approached in subchapter 1.2.1.
[40] Approahed in subchapter 2.3.2.
[41] Approached in subchapter 2.3.3

STUDY LIMITATIONS AND FUTURE RESEARCH

Taking into consideration the catastrophic health time this study was developed in, the social distance can be identified as one of its limitations for not allowing the interviews to be in a presencial regime, and, consequently, not creating such empathy with the interviews participants to pursue more elaborated responses.

The survey should have also had more time to be replied, and out of the typical vacation season (August) aiming to gather replies from all Science4You employees, a universe of 120 workers, to obtain more broad perspectives for analysis.

It was intended that the surveys were only replied after all the interviews were completed to understand the best questions to ask in concordance with the data collected from the interviews. However, and wanting to obey the delivery date, it was not possible to proceed that way. Therefore, the survey was available for participation during the same time all the interviews were being made, apart from Miguel Pina Martins (CEO), who was interviewed before the surveys' elaboration.

For future research, it would be interesting to explore the reason why some employees did not feel engaged with the change process, to associate it or not with the absence of having someone entirely in charge of managing and communicating the change process.

In the theoretical esphere, distinguishing the difference between organization change and organization crisis change, would also be captivating to perceive if the change process should be managed any differently because of its reasons, and to compare it with the results this case study achieved.

For last, connecting the internal perspective approached in this master dissertation with what was developed and applied externally in the company, would be engaging. Throughout the interviews, it was possible to determine that the external conjecture deeply changed, and that the sales action was all done online. To understand the importance of the digital world emergence, and to perceive the changes that occurred and this change process management and communication would be indeed interesting.

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APPENDICES

Appendix A. Miguel Pina Martins general interview script

P1: A ideia da Science4You começou no seu projecto de final de curso. Entretanto formou-se mesmo numa empresa, começando por ser uma PME. Como foi o evoluir de uma pequena e média empresa para a grande organização que encontramos hoje?

P2: Com o crescimento que vos é reconhecido, tiveram certamente que fazer ajustes em termos de instalações e pessoal. Quais e como foram conduzidas essas mudanças?

P3: Mesmo com todas as conquistas a nível de mercado que têm conseguido ao longo dos anos a pandemia complicou certamente o negócio. Quais foram as primeiras medidas tomadas em reflexo do Covid 19 internamente na empresa em Portugal?

P4: Como foram geridas essas mudanças internas?

P5: Como foram comunicadas essas mudanças internas?

P6: Quais foram os resultados obtidos dessas mudanças?

P7: Na sua perspectiva, qual era a posição/opinão dos colaboradores da Science4You em relação às mudanças aplicadas?

P8: Acredita que a performance dos colaboradores está ligada aos resultados obtidos da mudança?

P9: Sendo uma empresa internacional, quais foram as medidas internas tomadas nessa dimensão?

P10: Como foram geridas essas mudanças internas? (se de forma igual à gestão nacional, talvez não tenha interesse em fazer a partir desta questão até à nº 14)

P15: Mudança organizacional é, hoje em dia, uma realidade e constante no quotidiano das organizações. Tiveram alguém responsável por dirigir todas estas mudanças na vossa empresa?

P11: Como foram comunicadas essas mudanças internas?

P12: Quais foram os resultados obtidos dessas mudanças?

P13: Na sua perspectiva, qual era a posição/opinão dos colaboradores da Science4You em relação às mudanças aplicadas?

P14: Acredita que a performance dos colaboradores está ligada aos resultados obtidos da mudança?

Appendix B. Other employees general interview script

P1: Quando sentiu, e quais foram as primeiras mudanças internas implementadas na empresa em derivação da pandemia?

P2: Como é que essas mudanças lhe foram comunicadas?

P3: Sentiu-se confortável com as alterações que ocorreram no seu meio de trabalho?

P4: Qual considera ter sido o maior desafio trazido por essas mudanças?

P5: Cada vez que algo altera numa empresa, seja um software, ou um processo de trabalho, é habitual existir uma introdução/ explicação da nova prática. Sentiu que existiu essa abordagem com as mudanças trazidas pelo covid19, ou seja, sentiu-se guiado e apoiado durante o processo de mudança?

P6: Gostava/ gostou que tivesse existido alguém responsável por vos guiar pela mudança?

P7: Qual foi a sua perspectiva em relação às mudanças? Esteve sempre motivado/a para trabalhar nessas novas circunstâncias?

P8: Acredita que todos os trabalhadores tiveram pior, a mesma ou melhor performance de trabalho com as alterações trazidas pela pandemia?

P9: Em termos laborais, preferia o seu quotidiano antes da pandemia ou durante?

P10: Se tivesse a oportunidade, o que faria diferente internamente na Science4You durante o Covid19?

Appendix C. Miguel Pina Martins (CEO) interview

P1: Quais foram as mudanças aplicadas na Science4You devido à pandemia?

R1: As mudanças, principalmente em Março de 2020, foram muitas, não é? Ou seja, foi toda a gente apanhada desprevenida e foram muito duras porque na altura fechou tudo, as nossas lojas... mas não foram só as nossas lojas que fecharam, foram as lojas dos parceiros com quem trabalhávamos, tudo. Ou seja, basicamente ficámos sem clientes de brinquedos. Para além do mais acabaram as festas de aniversário, o que ainda torna as coisas um bocadinho mais difíceis porque deixa de haver compra de brinquedos naturalmente. Portanto acabámos por nos reinventar e começámos a produzir álcool gel e óculos de protecção, e que foi isso que permitiu realmente hoje estarmos aqui a conversar porque foi essencial no ano passado para conseguirmos colmatar a facturação.

P2: A nível interno, que mudanças é que tiveram de fazer? Em termos de pessoal, por exemplo.

R2: De pessoal não foi muito porque nós já tínhamos as coisas mais para realocar o trabalho e os vendedores para começarem a fazer coisas um bocadinho diferentes.

P3: As pessoas tiveram de começar a trabalhar de casa. Vocês também têm uma fábrica não é?

R3: Temos uma fábrica sim, e sim, tiveram de começar a trabalhar de casa e pronto e acabou por ter de ser não é?

P4: Mesmo os trabalhadores da fábrica?

R4: Não não, as pessoas da fábrica obviamente que não. As pessoas do escritório é que tiveram de trabalhar de casa.

P5: E essas mudanças que tiveram de acontecer, como é que foram conduzidas? Havia alguém responsável por esse processo de mudança, ou foi um bocadinho mais à medida que o tempo passava?

R5: Não, não, foi um board todo porque tivémos mesmo todos que nos juntar e começar a fazer isto. Evidentemente, nem houve hipótese.

P6: Então as mudanças não tiveram propriamente uma gestão. Quais foram os resultados obtidos com as mudanças? Positivos?

R6: Acabaram por ser positivos, permitiram-nos sobreviver no final do dia, o que acaba por ser sempre essa o grande foco não é?

P7: Qual é que acha que foi a posição dos seus colaboradores face a essas mudanças? Estavam motivados com essas mudanças?

R7: Não havia outra hipótese quase não é? Nem havia outra hipótese sem ser estarem motivados porque isto era uma questão de vida ou de morte e isso também aconteceu com muita gente, com muitas empresas, ou seja, foi um momento muito complicado para o país e para a actividade económica.

P8: Acredita que essa motivação dos trabalhadores esteja directamente ligada com os resultados que foram obtidos da mudança?

R8: Sim, claramente. Ou seja, está tudo interligado e obviamente que isso também tem um peso muito grande.

P9: Vocês também são uma empresa que opera a nível internacional, as medidas internas que também foram tomadas, em termos de mudança, na vossa organização foram mais ou menos da mesma forma que a nível nacional, ou a nível internacional houve alguma diferença?

R9: Não, foi tudo muito semelhante porque os problemas foram internacionais não é? Portanto acabou por ser tudo muito semelhante de certa maneira.

P10: Voltando um bocadinho à parte das mudanças internas, não houve nenhum processo de comunicar as mudanças com os trabalhadores. Foi algo do dia a dia, que simplesmente foi acontecendo..?

R10: Sim sim sim, isso mesmo.

P11: E não sentiram necessidade de os tentar engajar com a causa, porque era uma questão de vida ou de morte, e se não estivessem engajados, não haveria sucesso?

R11: É isso, acho que foi muito natural das pessoas virarem-se para conseguirem fazer isso.

P12: Mudança organizacional é uma realidade constante no quotidiano das organizações, queria saber se durante todo este processo, se considera ser importante ter alguém a gerir um processo destes, ou não. Se no caso da Science4You correu bem sem haver alguém responsável pela gestão deste processo?

R12: Eu acho que correu bem, o bote todo assumiu e penso que não, que em empresas assim mais pequenas, não é assim tão necessário. Foi muito natural.

P13: Vocês já não são é uma empresa assim tão pequena…

R13: Sim, mas não temos três mil trabalhadores.

P14: Sim, mas já não são considerados uma PME…?

R14: Não, agora voltámos a ser . Já fomos grande e agora voltámos a ser por causa do número de trabalhadores, mas pronto.

Appendix D. Ivo Marques (Head of Talent4You) interview

P1: Quando é que sentiu e quais foram as primeiras mudanças internas implementadas na empresa após a pandemia?

R1: É assim, nós desde o início de fevereiro de 2019 que começámos a ter algumas medidas internas para efeitos de covid. Primeiro porque tivemos de fazer o plano de contingência interno, já na altura também fizémos logo algumas sessões de esclarecimento iniciais às pessoas para efeitos de covid. Ainda me lembro perfeitamente, foi no início de fevereiro e algumas pessoas gozavam um bocadinho com a situação… "vocês estão a fazer isto, mas isto está do outro lado do mundo, não faz sentido". O facto é que pouco tempo depois veio-se provar que aquilo que estivemos a fazer e que estivemos a sensibilizar, afinal até fazia algum sentido. No primeiro momento, todas as pessoas da fábrica foram obrigadas a ter essa ação de sensibilização, as do escritório não, porque tinham acesso à apresentação e tudo isso, e quase ninguém foi a essa formação. E passado umas semanas, já voltámos a fazer e já foi muito mais gente do que foi inicialmente. Por isso nós desde muito cedo, desde o início de fevereiro de 2019, que introduzimos algumas alterações fruto das necessidades impostas na altura por ser uma pandemia, e, que inclusive, tínhamos de ter dentro do plano de contingência várias regras definidas, inclusive ter casas de banho de isolamento, salas de isolamento, etc. Que acabaram por nunca ser usados, porque na realidade as pessoas quando estão com algum sintoma acabam por não vir ao trabalho, o que nos ajuda um bocadinho a gestão a esse nível. Esse foi o primeiro momento, depois nós ali a 13 de março inclusive, nós tínhamos agendado, lembro-me perfeitamente da data, o jantar de aniversário da empresa, e nós, no dia 12, foi quando comunicamos à empresa que a partir da semana seguinte, que foi quando foi comunicado pelo governo, a partir da segunda feira da semana seguinte, iríamos ter que alterar muita coisa, entre elas, a situação do passarmos em estar em home office numa lógica rotativa e que tivemos mesmo de cancelar o jantar de aniversário que estava previsto. Contrariamente a outras pessoas que foram para a festa no sábado à noite e no domingo à noite, no dia 14. Eu lembro-me perfeitamente, estas datas ficam-me porque eu lembro-me perfeitamente… Bem, se calhar hoje em dia se pensarmos, se calhar essas pessoas não fizeram assim tão mal na altura, porque depois estar um ano e meio sem poder conviver… mas na altura foram muito criticados e eu próprio critiquei, porque achei de facto que era uma

inconsciência grande. E para já critiquei também outra situação que é: não se podem tomar medidas tão drásticas como estas de quinta para segunda-feira. Depois nessa altura, logicamente, tivemos aqui alguns constrangimentos, porque não tínhamos a estrutura minimamente preparada para ter toda a gente em home office do escritório, inclusive a nível de infraestruturas informáticas, foi complicado num primeiro momento. Mais à frente, em abril, no início de abril, ou melhor, logo ali… as nossas lojas fecharam logo nessa segunda feira, porque nós chegámos a acordo com os nossos colaboradores para colocarem logo férias, para ficarem mais protegidos e tivemos essa possibilidade, mesmo antes do lockdown. Mesmo antes do que foi decretado pelo governo, que, lá está, que foi um bocadinho mais para a frente. Nós primeiro avançámos para layoff com as lojas, e logo no mês de Abril tivemos em layoff a 90% para a grande maioria do escritório de forma a não ter cá praticamente ninguém, e não estava cá ninguém, estavam os serviços indispensáveis. Estava o IT para efeitos de outdesk, estava uma pessoa dos recursos humanos para efeito de dar apoio porque a fábrica nunca fechou. Ainda tivemos algumas pessoas da fábrica que estiveram em layoff mas foi até, foi praticamente, foram para lay off, mas depois surgiu a oportunidade de avançarmos com a operação dos óculos, e também a operação do álcool gel e tivemos que pedir às pessoas para regressarem antes do término previsto, que seria o final de Abril, que foi o que aconteceu.

P2: Uma vez que o Ivo trabalha diretamente com a gestão de pessoas, de recursos humanos, como é que crê que participou de forma a guiá-las por esta mudança?

R2: É assim, eu tive algum peso a esse nível, portanto, eu e a minha equipa, neste caso a pessoa que era responsável na empresa pela parte de HSC, fomos os precursores de tudo o que foi feito a nível da prevenção covid, sem dúvida nenhuma. Fomos nós que definimos o plano inicial, fomos nós que definimos todas as regras, fomos nós, inclusive, que demos orientações, que submetemos à aprovação da administração a alteração do layout da empresa, a partir do regresso, isto é, a partir de maio de 2019. Nós antigamente, os escritórios estavam divididos essencialmente em dois espaços, em dois open spaces, peço desculpa. Um maior que outro, um tinha à vontade quarenta pessoas ou mais, e o outro tinha vinte mais coisa menos coisa. E nós tivemos que alterar por completo o layout porque não podíamos ter ilhas de oito pessoas porque era impossível, com oito postos de trabalho não podíamos continuar assim. Tivemos que fazer uma alteração, tivemos a sorte de no

espaço onde estamos no MARL, termos uma área, que era a área da ala norte, que ainda não tinha praticamente ninguém lá e que nós estávamos, inclusive, a pensar para setembro numa alteração a nível da empresa, um bocadinho mais estruturada, inclusive, alterando imagem, inclusive, missão, valores, etc. Tínhamos aí um planeamento para setembro de avançar com uma coisa em grande, e tivemos de antecipar isso tudo e tivemos que retirar do open space maior, mais de metade das pessoas para o espaço da ala norte, e também a parte do espaço mais pequeno também na mesma lógica. E passámos a ter as ilhas com metade da capacidade, ilhas de oito, tinham quatro pessoas porque estávamos a funcionar numa lógica de V, não tínhamos, nessa primeira fase, acrílicos entre as mesas, não tivemos tempo sequer para isso, mas pelo menos tínhamos o distanciamento que assim exigia. Para além disso, também disponibilizámos desde o primeiro momento, álcool gel às pessoas, máscaras também, inclusive, no regresso em maio, demos um kit de regresso que incluía álcool gel, máscara, luvas, óculos. Não é que para nós fizesse muito sentido os óculos, mas pronto… Como tínhamos comercializado, era uma forma de demonstrar que estávamos realmente preocupados com a segurança de todos. Para além disso, tivemos também, que ainda hoje se reflete, a diminuição grande da capacidade que nós temos no nosso refeitório, que reduzimos para 33% da capacidade. Retirámos várias filas, retirámos perto de duas filas e atenção que nós tínhamos oito filas de 16 lugares e que neste momento estamos com 6 filas, à realidade atual de 6 lugares. Reduzimos bastante e foi complicado logo desde o primeiro momento, porque não tínhamos espaço para as pessoas comerem, tivemos de reajustar horários, tivemos de desfasar horários da ida à hora do pequeno almoço, almoço, lanche… e que ainda hoje temos em vigor.

P3: Sentiu-se sempre confortável com estas alterações que ocorreram no seu meio de trabalho, se bem que muitas delas, foi o Ivo que teve de gerir de certa forma não é?

R3: É assim, o maior desconforto que eu senti foi no dia em que comunicámos às pessoas o que iria acontecer, a necessidade que iríamos ter, inclusive, de se calhar avançar com uma medida mais radical, como foi o lay off, que embora as pessoas tenham encarado de uma forma muito positiva, as pessoas perceberam perfeitamente a situação, o que foi muito importante porque de facto, podíamos ter reações muito adversas a esse nível, mas por acaso não tivemos. A equipa esteve perfeitamente alinhada, e foi muito importante. Mas o momento mais complicado foi esse, e depois foram aqueles vários momentos em que nós

temos de servir de polícias, porque infelizmente nem todas as pessoas cumprem aquilo que são as recomendações. E tivemos que andar, e ainda de vez em quando temos de chamar à atenção de um ou outro, porque a máscara não está colocada, ou porque a máscara está só na boca, não está no nariz, ou porque estão sentados frente a frente na cafetaria quando na realidade só deviam estar nas extremidades, porque ainda para mais estão a fumar uns aos pé dos outros, quase em cima uns dos outros e não estão a usar máscara. Sim, fomos, aí fomos considerados os polícias. Em algum momento, se calhar algumas pessoas até desgostaram um bocadinho disso, e até interpretaram mal em algumas situações, mas nada que não tivéssemos que fazer, e estamos de consciência tranquila porque fizemos e continuamos a fazer numa lógica de defesa da empresa, e defesa dos restantes colegas.

P4: Quando alguma coisa muda numa empresa, seja um software ou um processo de trabalho, o habitual é haver alguém responsável por introduzir essa mudança, por explicá-la, e por guiar as pessoas. O Ivo acha que houve alguém responsável por isso, acha que foi o Ivo um dos responsáveis pelo processo, sendo dos recursos humanos?

R4: Portanto, a conjuntura é que obrigou a essa mudança, a realidade é essa. Agora, logicamente, sendo nós, o departamento de recursos humanos, a primeira área que teve de se envolver na temática e principalmente porque nós tínhamos na altura, inclusive, a higiene e segurança no trabalho no nosso polor, é normal que nós tenhamos começado, e tivemos que desenvolver, e tivemos que fazer tudo associado a isso, isso sim. Tivemos um papel importante a esse nível. Agora, a administração é que em última instância decidiu.

P5: Em relação à sua perspetiva em relação às mudanças, considera que esteve sempre motivado a trabalhar nessa nova envolvência que o covid trouxe? Foi um bocadinho, e passo a citar o excelentíssimo senhor Miguel Pina Martins, " uma questão de vida ou morte" e teve de ser assim?

R5: A realidade é essa. Teve de ser, teve de ser, logicamente que houve momentos em que se calhar, principalmente quando tivemos aquele tempo mais afastado que já cansava, a pessoa não poder estar a interagir com os colegas do dia a dia, porque na realidade interagíamos todos com os nossos colegas de departamento, porque inclusive alterámos muito em termos de regras que temos hoje em dia. Antigamente se calhar não havia reuniões diárias, havia reuniões semanais, e hoje em dia há reuniões diárias, estejam as

pessoas presentes ou não, presencialmente ou não, o que mudou um bocadinho o mindset. Agora logicamente que é importante, principalmente para uma área como a nossa, em que trabalhamos a cultura da empresa e tudo isso, é importante que estejamos em contacto com os outros, e o contacto com os outros muitas vezes é o dia a dia, é o passar e cumprimentar, é o estarmos a almoçar uns ao pé dos outros, é estarmos numa pausa a conversar, é chegar ao final do dia e se for preciso ir ali até ao café abaixo e beber uma cerveja em conjunto com as pessoas, e isso logicamente que afetou. A Science4You é uma empresa com muito contacto entre as pessoas.

P6: Preferia trabalhar antes do covid, ou agora com as novas medidas covid?

R6: Eu aí sou um bocadinho… eu juntava as duas. Juntava as duas, e vou explicar porquê. E isto tem tudo a ver, lá está, tem tudo a ver com a história que aconteceu no início de 2019 porque nós em início de fevereiro de 2019, nós lançámos para toda a empresa um pacote de medidas RH, aquilo a que nós chamamos as medidas RH, em que já definia a possibilidade das pessoas usarem o teletrabalho dois dias por trimestre. Lá está, e que, já estávamos um bocadinho a abrir, a flexibilizar um bocadinho. Logicamente que isso não serviu para nada naquele momento, para já porque um mês depois estávamos todos em casa e começámos num regime totalmente diferente, e depois passámos a 50% etc etc. Até que, posso dizer que, hoje em dia, nós alterámos essa regra para um dia por semana, o que significa que neste momento estamos a ir ao encontro daquilo que seria a solução ideal na minha perspectiva, que é manter a regra de presença das pessoas para se conseguir conjugar, e falar e conversar, e depois poder também fazer, para aqueles dias de maior necessidade, maior foco, ter o teletrabalho. Não sou defensor de 100% teletrabalho.

P7: Se tivesse oportunidade, uma vez que até fez parte desta gestão das mudanças, o que faria diferente internamente na Science4You durante a pandemia?

R7: Falo nas decisões que na altura tomámos, e que se calhar hoje em dia tínhamos de pensar de outra forma, mas também é tudo muito fácil à posteriori neste caso, não é? Não vejo assim nada de extraordinário, porque inclusive, apesar de tudo, até não nos correu mal. Logicamente temos uma empresa com duzentos trabalhadores, é normal que tenha havido casos com pessoas infectadas, mas sempre tivemos uma coisa muito boa durante este tempo, nunca houve contágio interno. Houve situações de pessoas que se

relacionavam e que tiveram contágio entre elas, mas não dentro da empresa. Soubémos de situações de pessoas que foram almoçar ou jantar a casa uns dos outros, e depois aconteceu. Casais, se temos uma pessoa que tem covid e se a esposa também trabalha cá, logicamente que também vai ter não é? Mas não tivemos situações de ter que fechar uma área porque estão todos contaminados, não. Inclusive tivemos uma única situação em que houve uma pessoa que foi identificada com covid e que essa área específica, todos foram para isolamento, mas mais ninguém testou positivo, o que significa que o que foi feito, foi bem feito e que o sermos polícias, e estarmos semanalmente, em alguns casos foi mesmo semanalmente, enviarmos comunicações para toda a gente a dizer: atenção, cumpram isto, cumpram aquilo. Termos espalhado por todo o edifício vários cartazes a chamar a atenção de como devem proceder, e como não devem proceder, acho que foi importante.

Appendix E. Manuel Sande e Castro (head of Sales4You) interview

P1: Quando é que sentiu, e quais é que foram as primeiras mudanças internas implementadas na Science4You em derivação da pandemia?

R1: Só para teres uma ideia, só para explicar um bocadinho… Eu entrei na Science4You em Junho ou Julho de 2020, portanto entrei no ano passado já em pandemia, portanto não sei bem como é que era antes e como é que é depois. O que eu sei, e pronto, eu na altura vim para uma função diferente e depois passei para outra área, e hoje em dia sou diretor comercial, responsável pelo departamento comercial. Pronto, ou seja, eu tenho, e faço parte do board, digamos assim, portanto eu faço parte da equipa que definiu as alterações que agora estão a ser implementadas em termos de melhoria vá, digamos assim. Portanto, sei o que é que foi decidido, mas não sei como é que era antes, em termos, enfim… não tenho perceção. Mas respondendo aqui à tua questão, ou seja, o que é que mudou, dizes em sentido de quando começou a pandemia ou após acabar, ou após estabilizarmos neste pós, considerando que já estamos no pós pandemia?

P2: Uma vez que a única experiência que pode relatar, mesmo em primeira mão, é a segunda, portanto o pós, digamos assim, pandemia, também poderá partilhar essa experiência.

R2: Pronto, então nesse componente o que é mudou? Eu acho que aqui assim a principal alteração foi que antigamente, portanto, o home office é uma prática, que, por defeito, não utilizamos muito. Mas no pós pandemia, vá já antes da pandemia, uma pessoa podia fazer dois dias de home office por trimestre, sei lá, sempre negociado com o responsável do departamento. Mas podia fazer dois dias por trimestre. Depois de todo este processo, e daquilo que passámos, alargámos isso e hoje em dia cada pessoa pode fazer, em vez de dois dias por trimestre, pode fazer um dia por semana, desde que seja à terça, quarta ou quinta, só não pode fazer à segunda e sexta, portanto, terça, quarta e quinta a pessoa pode fazer esse dia de home office. Para além disso, não houve assim grandes alterações, o que mudou, foi que de facto a nível do escritório, passámos a ocupar um espaço muito maior por causa do distanciamento social, e, provavelmente, quando o distanciamento social acabar não vamos deixar de ocupar esse espaço porque entretanto têmo-lo e temos o contracto de arrendamento para continuar a utilizar esse espaço, portanto o distanciamento

nesse sentido vai-se manter, portanto aumentámos o espaço de escritório que temos, e diria que essas foram as principais alterações.

P3: E esse distanciamento… O Manuel devia de trabalhar num outro sítio antes da Science4You calculo, portanto tem uma noção do que seria um ambiente de escritório, digo eu, ou um ambiente de trabalho, mesmo que não seja de escritório. Esse distanciamento que vai continuar, agrada-lhe, é uma daquelas consequências da pandemia que não está muito contente com, ou até algo que lhe agrada?

R3: Sim, sim… Muito distante não, acho que há coisas que na área comercial é importante estarmos perto, e portanto, e quando estamos relativamente perto, aqui à distância de uma conversa tem vantagens e é mais agradável. Ainda por cima não estamos… porque nós antigamente tínhamos cerca de setenta pessoas no espaço onde, hoje em dia, estamos para aí trinta ou quarenta, e é mais agradável não é, do que estarmos todos em cima uns dos outros. Mas pronto, mas dentro das equipas, acho que é bom estarmos todos relativamente perto, mas não literalmente colados uns aos outros. Portanto acabou por ser melhor.

P4: Mesmo tendo entrado já depois do surgir da pandemia, em fevereiro/ março de 2020, ainda presenciou alguma parte de pandemia pura não é? Em Junho de 2020, que foi quando entrou, ainda presenciou essa parte. Desde Junho de 2020, até ao dia de hoje em agosto de 2021, não houve nenhuma mudança relacionada com o Covid que afetasse o seu trabalho diretamente? Ou a forma como o desenvolvia?

R4: É assim, eu acho que a principal mudança, que eu acho que toda a gente sentiu, é que as reuniões, tipicamente, fazíamos presencial, e a nível comercial passaram a ser todas via conferência não é, tanto a nível nacional como internacional. E isso, na verdade, acho que até acabou por ter um impacto positivo porque acabámos por conseguir fazer mais reuniões num dia não é, porque evitamos deslocações. Claro que a taxa de colaboração, se calhar, não é a mesma, mas diria que, na verdade, acho que não mudou muito porque se o negócio tem potencial, faz-se na mesma. E portanto, acho que melhorou, e que foi a principal, digamos assim, melhoria.

P5: E durante todo esse processo de mudança, que o Manuel não presenciou tanto, pelo menos dentro da Science4You, sentiu que houve alguém responsável em guiar o processo de mudança, em guiar os funcionários?

R5: Responsável em que sentido?

P6: Em gerir as pessoas pela mudança, ou seja, comunicar o processo, explicar como é que tudo seria…

R6: Não, quer dizer, nós, o que aconteceu um bocadinho, ou seja o que aconteceu foi que quando começaram a vir as regras da DGS, nós o que fizémos foi implementarmos praticamente à risca não é? Portanto, cumprimos à risca. E depois quando as regras foram alargando, o que fizémos foi, ok , então vamos avaliar se faz sentido definirmos aqui novas regras. Redefinimos, e depois isso foi comunicado e liderado, um processo que foi tipicamente liderado pelos recursos humanos, essa componente da comunicação, e tipicamente isto é liderado pelos recursos humanos, e mais pelo Ivo, que é o director de recursos humanos, e depois com o suporte do board e do Miguel, do CEO, naturalmente, sim sim.

P7: Em termos laborais, preferia o seu quotidiano antes da… portanto, no seu caso, se calhar fazemos a pergunta de outra forma. Preferia o seu quotidiano em junho de 2020 em plena pandemia, ou agora um bocadinho mais aliviados da pandemia?

R7: É assim, seriam duas ligações… a nível pessoal uma coisa, e a nível profissional outra. Porque é assim, a nível pessoal acho que estamos muito melhor agora do que estávamos em junho do ano passado que era um inferno, não se podia fazer nada e agora, enfim, as coisas começam a voltar ao normal. A nível profissional não houve grandes alterações porque na verdade nós sempre tivemos a mesma regra que era, pessoas de certa seriedade e para cima, tiveram… nunca fizeram home office, portanto eu na verdade, para mim não mudou nada. Eu durante a pandemia nunca deixei de vir para o escritório todos os dias, não tive assim grandes alterações, confesso. Foi igual.

Appendix F. Filipe Silveira (head of Innovation4You) interview

P1: Quando e quais foram as primeiras mudanças internas que sentiu serem implementadas na Science4you derivado da pandemia?

R1: Ok, nós ali em março, quando surgiu o confinamento, acabámos por ter aqui um conjunto de reuniões, tentar perceber os próximos passos, ainda numa fase inicial muito assustados porque estávamos a perceber que isto era uma coisa muito mais global e que poderia ser muito impactante para o nosso negócio. Acabámos por aderir ao lay off, ao lay off simplificado, estivemos aqui quase um mês… nos primeiros dias em home office, mas passado uma semana, não me recordo muito bem, mas passado uma semana ou duas, penso que fomos logo para lay off simplificado. Ficámos assim, penso, um mês e meio… eu estou a falar de cor, não tenho os dados todos, se for preciso depois posso também passar os dados muito concretos, mas não fugirá muito disto que te estou a dizer. Ali uma semana de home office diria, depois ali um mês e meio mais ou menos de lay off. No início bastante preocupados, obviamente, porque as lojas fecharam de brinquedos em Portugal e no mundo, e por isso, a partir daí, ficámos assustados. Felizmente, depois conseguimos dar a volta com algumas vendas de óculos e de álcool gel que já tínhamos… óculos já tínhamos dos brinquedos, álcool gel porque fomos rápidos a reagir. Mas as medidas iniciais foram muito essas, home office e depois lay off, simplificado, e que as pessoas estavam todas em casa… Tínhamos aqui três quatro pessoas num universo de setenta oitenta.

P2: E como é que essas mudanças lhe foram comunicadas, portanto, houve alguém responsável por lhe comunicar todas as mudanças relacionadas com a pandemia?

R2: Do que me lembro, tivemos um email formal por parte dos recursos humanos, isso aí ficou… isso relembro-me bastante bem, no sentido em que estavam as várias medidas, quando é que íamos recomeçar, quando é que começámos por home office, quando é que fomos para lay off. Mas tenho ideia também que nessa fase surgiu aqui uma reunião geral, e também por parte do Miguel, do nosso CEO, acabou também por falar um bocadinho juntamente com o Ivo, o responsável dos recursos humanos, acabou por falar um bocadinho da situação. Lembro-me que houve uma reunião geral nessa altura, mas houve

também a verbalização dessa informação por email. Pode não ter sido logo, mas sei que as coisas estiveram ali muito próximas uma da outra.

P3: Sentiu-se guiado nessas mudanças? Ou seja, estamos perante um universo novo, uma grande mudança, e nestes cenários as pessoas precisam de ter alguém que as guie. A minha questão aqui é se sentiu guiado, ou se sentiu um bocadinho perdido…

R3: Sim, eu percebo a questão. Se me senti guiado? Ou seja, eu como tenho aqui uma responsabilidade grande de empresa, acabo por ser bastante autónomo nas decisões que estou a tomar. A minha maior preocupação foi guiar mais os outros e não tanto ser guiado, foi essa a minha principal preocupação. Se existiu uma figura, se existiu aqui um plano muito claro, muito formalizado, muito detalhado, não. Também temos de aprender aqui um bocadinho com isso porque não tínhamos… foi uma coisa nova para a empresa, diria que para quase todas… e acabámos por também aprender muito on job, ou seja, à medida que os dias foram passando, as semanas, as próprias medidas do governo, fomos também surgindo. Não tivemos aqui uma figura como um provedor, não, isso não existiu. Não tivemos reuniões constantes gerais em que conseguimos explicar tudo às pessoas. Partiu se calhar um bocadinho dos directores deixar as equipas esclarecidas dentro dos possíveis, porque a verdade é esta, as empresas não estavam, de todo, esclarecidas, e o próprio governo também não estava, por isso, se o governo estava a lançar medidas de quinze em quinze dias com muitas questões e inseguranças, essas inseguranças passaram também para as empresas. Por isso, ao final do dia, as incertezas que tivemos acho que foram genéricas, globais em todo o país. Por isso fomos tentando esclarecer, deixando as pessoas esclarecidas, mas acho que nunca fomos muito esclarecedores enquanto empresa porque também nunca tivemos muitos esclarecimentos por parte do governo e das próprias medidas. Acho que isso depois acabou por ser um bocado em cadeia… nós queríamos dar planos a médio prazo, queríamos esclarecer melhor o que fazer a nível de medidas de segurança, mas tínhamos sempre muitas dúvidas porque as coisas eram de quinze em quinze dias, ou seja, é muito difícil fazer planos quando os confinamentos são analisados de quinze em quinze dias. Nós fazíamos um plano para duas semanas… será que voltamos daqui a quinze dias para o escritório? Será que vai acontecer isto, será que vai acontecer aquilo? Havia muitas incertezas. Podíamos ter feito melhor? Acho que sim, mas também levámos com muitas incertezas de cima para a empresa.

P4: O Filipe trabalha no departamento de innovation certo? Num departamento desses, onde se cria todos os dias, há sempre mudança. E numa mudança, qualquer que seja, sente que é necessário guiar a sua equipa pelo processo?

R4: Sim, certo. Nós agora somos quinze, na altura penso que éramos dezassete ou dezoito, porque também tinha a área das compras que agora está à parte. Tentei ter aqui reuniões regulares, com as pessoas em casa, poucas no escritório, mas grande parte em casa, tentar manter aqui alguma normalidade no meio disso. Principalmente no início enquanto home office, no lay off, não era total, foi uma percentagem, mas sinto que as pessoas fizeram mais do que a percentagem que estava definida, pelo compromisso que tiveram, grande parte… há sempre uma excepção ou outra, mas grande para tiveram porque também perceberam o momento da empresa. Ok, o lay off é de 20% ou é 10% ou é 30%, mas se calhar trabalho a 50% para ajudar um bocadinho mais do que...também estão a ajudar a empresa, mas também se estão a ajudar a si. Ou seja, também houve aqui um compromisso muito grande por parte dos trabalhadores. Ok, a empresa não pode fechar, vamos então, mesmo em lay off, que a empresa agarra-se ao lay off para reduzir custos, e porque realmente está assustada nessa fase, mas o compromisso das pessoas ajudou também a passarmos essa fase complicada. E nessa fase foi muito com reuniões constantes, com os principais responsáveis destas quatro áreas. Respondendo aqui à tua questão, ou seja, tentei manter aqui algumas rotinas, tentei manter aqui a máquina a rolar, mas há coisas que se quebraram. Há, se calhar, projectos, que se calhar, tiveram de se acalmar um bocadinho, ou que tiveram um output mais demorado. Não tenho dúvidas disso.

P5: Qual considera que foi o maior desafio trazido pelas mudanças aplicadas?

R5: Ou seja, acho que hoje olhamos para o home office, para estas plataformas digitais de reuniões, plataformas digitais de acompanhamento de projecto não tanto porque já tínhamos, mas acho que optimizámos mais nessa fase essa gestão de projecto online. Muitas reuniões presenciais começaram a ser feitas de forma digital. Algumas reuniões surgiram nessa fase, e apesar de grande parte das pessoas estarem no escritório, mantivemos, porque considerámos que… por exemplo, temos uma reunião semanal de análise de projectos que não era tão… Hoje fazemos sempre à segunda feira de manhã e começámos nessa fase e mantemos esse hábito. Foi uma coisa bastante importante que

mantemos. Antes era algo mais informal, íamos fazendo quando necessário, hoje em dia temos uma rotina, e é uma boa rotina. Muitas reuniões físicas são as digitais, e acho que a coisa funciona melhor. Antes as pessoas fechavam-se numa sala, e, se calhar, das dez pessoas que lá estavam, só quatro ou cinco é que estavam realmente a dar inputs, as outras estavam desligadas. Hoje em dia conseguimos ter dez pessoas numa reunião, se três ou quatro realmente não têm de dar input naquela fase inicial da reunião, podem estar a trabalhar, por isso também há aqui benefícios. Nem tanto o oito ou o oitenta porque realmente é importante que as pessoas estejam, mas às vezes há uma fase da reunião em que realmente não é necessário a pessoa lá estar, ou não precisa de estar atenta naquela discussão muito micro, e por isso, pode se calhar naqueles dez ou quinze minutos da reunião pode estar a despachar outra coisa. Portanto há aqui alguns benefícios claros a esse nível que as plataformas digitais vieram-nos dar mais output e mais acompanhamento.

P6: Ok, isso é na sua opinião, o melhor que veio da pandemia. Mas qual é que foi o maior desafio? Foi a implementação de tudo isso que me acabou de descrever?

R6: O maior desafio? O maior desafio nessa fase foi realmente deixar as pessoas orientadas, motivadas, acompanhadas… esse foi o grande desafio dessas primeiras semanas, sem dúvida. Porque, de repente, vamos todos para casa, toda a gente tem coisas para fazer, mas o que é que temos de fazer diferente? O que é que afinal é mais importante face a outros projectos? Mantemos o plano, redirécionamos o plano?

P7: E como é que ultrapassou esse desafio na sua equipa?

R7: Ou seja, estas reuniões regulares que começámos a fazer, acho que ajudaram, foram fundamentais para manter as pessoas focadas, motivadas. Íamos tendo discussões abertas em relação ao momento que estávamos a passar, tivémos também algumas reuniões assim mais de, quase de psicologia de grupo vá, terapia de grupo quase. Tivemos aí uma ou outra reunião desse género, em que há pessoas que estão confortáveis com umas medidas, outras nem tanto. Até me lembro de estarmos a ter uma reunião ao sábado, antes de voltarmos do confinamento, e aquilo parecia quase uma terapia de grupo, por isso tentei ultrapassar os desafios dessa forma… reuniões regulares, um contacto mais próximo com plataformas digitais, deixar as pessoas confortáveis, e ter também momentos para as pessoas porem cá para fora as suas preocupações face ao momento que estavam a sentir. Porque acredito que

as pessoas também fiquem em stress e o stress também passa para o trabalho, e por isso também é preciso um bocado esses momentos para ultrapassar esse momento. Mas foi dessa forma que tentei, na minha equipa, ultrapassar isso. Ou seja, houve claramente, desde que começou a pandemia e o lay off, todas estas novas rotinas, houve claramente um aproximar, um contacto mais regular entre todos em formato digital.

P8: O Filipe acabou por ser o responsável por comunicar toda a mudança e por geri-la dentro do seu departamento, certo? E o Filipe, enquanto trabalhador, mesmo sendo diretor de um departamento, tem pessoas superiores a si hierarquicamente, quem é que o guiou a si?

R8: É assim… Nós temos uma reunião semanal, sempre tivemos, aqui mais de board vá… Tivemos sempre, partilhando preocupações e definindo estratégias. A verdade é que nós, diretores, também temos de ser, e somos bastante autónomos. Ou seja, as decisões que são tomadas para a empresa, também são tomadas em conjunto, por isso quando estamos a discutir o caminho A, B, ou C, esse caminho, teoricamente, também já passou por mim e sei o que vai acontecer. Acabo por também estar envolvido na orientação que eu próprio vou receber da administração, porque tenho uma fatia nessa decisão, por isso, quando a administração diz que vamos fazer A, B e C, eu já estive nessa discussão à partida, por isso, essa orientação que chega da administração também partiu de mim numa fase inicial. Aí acho que a administração não tem tanta preocupação em fazer este acompanhamento, porque não tem que o fazer, acho que aqui os diretores, os responsáveis de áreas, tem de ser autónomos, também estão envolvidos nas decisões, por isso, acaba por ser um bocadinho indiferente face ao que os diretores implementaram nas suas equipas porque eu sei que todas as equipas implementaram mais ou menos isto, Reuniões regulares, acompanhamento em formato digital ao final do dia ou ao início, sei que houve muitas iniciativas deste género de todos os departamentos, mas muito mais dos diretores para baixo. De administração para os diretores também existiu, mas se calhar não tão… foi mais orgânico, não foi tão organizado, não foi tão ok temos este dia e esta hora, não, foi mais ok vamos falar agora todos para decidir isto, bora. Foi mais orgânico.

P9: Portanto, fazia parte dessa orientação?

R9: Sim, existia sim. Se calhar não tão formal, não tão claro, àquele dia, àquela hora… Mas mais, ok malta hoje vamos falar, então mais à tarde falamos. Era um contacto muito regular para a tomada de decisões e também para a orientação que tínhamos de dar da administração para nós e de nós para as equipas.

P10: Em termos laborais, preferia o seu quotidiano antes, ou agora durante a pandemia?

R10: É assim, as minhas rotinas, se calhar fui dos poucos em que a minha rotina não mudou muito, sinceramente. Eu acabei por estar no escritório, por isso, mesmo no confinamento, mesmo naquelas partes em que estávamos no pico dos confinamentos, mesmo quando estávamos aqui cinco seis pessoas, eu fui quase sempre uma dessas, por isso a minha rotina não mudou muito. Até vi o lado positivo, porque comecei a apanhar menos trânsito. A minha rotina de vir de manhã para o escritório, sair ao final do dia, almoçar, a minha rotina não mudou. O que mudou foi aqueles pontos de situação que eu fazia de forma mais orgânica e informal, começaram a ter momentos mais formais para orientar as equipas. Por isso, as rotinas, ou seja, as reuniões começaram a ser todas digitais, e essa foi a mudança que tive. E para mim não há qualquer impacto em fazer uma reunião, gosto mais presencial, mas também funciona bem digital, por isso quase que não teve impacto nas minhas rotinas, muito sinceramente.

P11: Pois, mas mesmo, por exemplo, a dinâmica de estarem presentes, e de haver um espírito de equipa…

R11: Sim, é verdade, isso muda um bocadinho. Essa proximidade de de repente fazes a pergunta ao A ou ao B e a pessoa está logo ali ao teu lado, aí muda um bocadinho, mas não rotina, e mais processual. Ou seja, a dinâmica de trabalho muda um bocadinho. Hoje em dia estou muito mais ao telefone, sem dúvida, estou muito mais ao telefone do que estava antes porque estou constantemente ao telefone ou em vídeo chamadas. Assumi aquilo quase como natural, mas isso mudou. Não a minha rotina do dia a dia, de vir para o escritório e fazer o meu trabalho que tinha de fazer, mas se calhar enquanto tinha aqui uma pessoa ao lado e falávamos ali cinco minutos e esclarecíamos um ponto, se calhar hoje em dia, seja pelo chat que temos também através do nosso email, ou através do telefone, estou muito mais ao telefone, e muito mais em vídeo chamadas e em chats, sem dúvida.

P12: Acredita que todos os trabalhadores tiveram uma pior, melhor ou a mesma performance de trabalho com as alterações impostas pela pandemia?

R12: Eu não tenho dados da empresa, a minha percepção, para a empresa, que os dados foram um bocadinho piores, o output foi um bocadinho pior durante a pandemia, durante os confinamentos. Mas há pessoas que conseguem realmente aumentar o seu output. De uma forma genérica, sim, piorou um bocadinho o output, é a minha percepção, mas sei de casos em que o output realmente aumentou porque a pessoa tinha trabalho, porque tinha uma maneira de estar também diferente, compromisso e etc, e acabaram por conseguir aumentar o seu output. Mas de forma, a média, acho que baixou um bocadinho.

P13: Mas em termos de performance, dos trabalhadores, pelo menos na sua equipa…

R13: Sim, a minha equipa foi reduzida a metade. Portanto se calhar também uns, é a tal história, uns mais, outros menos, eu tenho consciência de que alguns conseguiram ter mais output, mas também sei, também tive outros casos em que output piorou um bocado. Por isso, quando fazemos aqui o balanço, se calhar ficámos na mesma, ou estamos um bocadinho pior, mas acho que ficámos na mesma, porque uns subiram mas outros também têm consciência que desceram. Há duas leituras, realmente os que trabalham mais, epá trabalho mais, isto foi muito pesado para mim porque não consegui desligar. E também tenho outros que não dizem, mas que eu percebo pelo seu output que eu tenho consciência que desligaram mais, ou seja, que se calhar não faziam um dia normal, que faziam quatro ou cinco horas por dia, vou-me apercebendo pelo seu output. Por isso, na média, acho que a coisa manteve-se um bocadinho abaixo, é a minha percepção, piorou um bocadinho, não muito porque temos alguns casos que realmente puxaram para cima, mas houve mais a puxar para baixo do que para cima, é a minha percepção.

P14: E se tivesse oportunidade, o que é que fazia diferente na Science4You durante a pandemia?

R14: Acho que teria sido importante termos feito um plano a médio longo prazo, porque isso deixa as pessoas bastante mais tranquilas, ter planos a duas semanas e três, acho que ninguém gosta muito desses planos. Ok, então daqui a quinze dias fazemos o quê? Voltamos, não voltamos? Por isso eu acho que, sem dúvida, que hoje temos uma visibilidade muito melhor, sabemos que é uma coisa que tem de haver um plano a médio

longo prazo, tem de haver um plano para dois, três quatro meses. Acho que isto funciona muito melhor, acho que conseguíamos, na minha opinião, acho que conseguíamos rodar mais a presença das pessoas no escritório, ou seja, fazer aqui… mas não, acabámos por fazer um confinamento de 50%, ou home office de 50%. Acho que podíamos ter colocado um bocadinho mais de home office e em paralelo tentar, e se calhar foi um bocadinho de repente e não houve tempo para isso, ter KPI's mais de curto prazo e médio prazo, para que as pessoas possam, quando o seu output baixa, serem mais acompanhadas. Porque a pessoa também não desliga porque quer, a pessoa desliga porque se calhar naquele dia tem de entregar alguma coisa, ou a própria chefia não deixou claro o que era para fazer, por isso se calhar hoje em dia está mais claro quem é que precisa mais de acompanhamento dentro da empresa, e quem precisa menos. É como tudo, há quem seja mais autónomo e consiga melhor dinâmica e ritmo, e há quem, com alguma facilidade, vá um bocadinho abaixo. E hoje em dia tenho isso muito mais claro, e essas pessoas precisam de um acompanhamento muito diferente. Se calhar para essas pessoas tem de ser um ponto de situação quase diário, para outras basta um ponto de situação semanal. Acho que a gestão tem de ser diferente neste tipo de crises. Se calhar foi muito global.

Appendix G. Tiago Pegado (head of Operations4You) interview

P1: Quando é que sentiu, e quais é que foram as primeiras mudanças internas que foram implementadas na empresa em derivação da pandemia?

R1: Basicamente foi a alteração das linhas produtivas, nós a dada altura tivemos uma crise do nosso produto core e a grande mudança foi precisamente como é que nós vamos manter-nos activos. E tratava-se de uma oportunidade que era a produção de álcool gel, tínhamos as linhas... tínhamos pessoas… a única coisa que tivemos de fazer foi o investimento em bombas e equipar também a empresa de uma sala hermética e limpo não é? Para a produção do produto, basicamente foi isto… a grande mudança e a grande adaptação da empresa ao covid. Não sei se é esta a resposta propriamente dita, ou se era em termos de brinquedos… Porque em termos de brinquedos o que fizemos foi uma resposta imediata… foi o mercado estava a pedir óculos de proteção e nós tínhamos nos nossos brinquedos óculos de proteção. O que fizemos foi uma linha de desassemblagem dos óculos, portanto andámos a abrir brinquedos para colocar no mercado óculos de proteção está bem?

P2: Isso foi mais a nível externo não é? A nível interno, quais é que foram as primeiras mudanças? Muitas pessoas ficaram em teletrabalho… não sei se foi isso que aconteceu... pelo menos no seu departamento.

R2: É isso… no departamento das operações, houve pessoas que, portanto aquele tipo de funções que dá para fazer um pouco mais à distância, de forma mais remota sim… apesar de que nós ao estarmos na operação, muitas delas implicava estar perto do terreno ok? O que nós fizemos foi: sentámo-nos todos a pensar como é que iríamos reduzir o risco de contágio, seja por sistemas de rotatividade, seja porque havia mais espaço na empresa ocupado por outras pessoas de outros departamentos que estavam em home office. Portanto nós acabámos por espalhar as equipas para reduzir a coabitação, ok? Basicamente foi isto, obviamente que houve uma ou outra função que permitia, por exemplo o meu, era uma das funções que permitia fazer à distância, mas também muitas vezes implicava vir cá.

P3: E essas mudanças todas que existiram internas, portanto, não só o teletrabalho, mas também depois quando regressaram passaram a ter um horário para o almoço para não juntar as pessoas.

R3: Sim, tivémos de desfazer as pessoas, tivémos obviamente que repensar um pouco nos turnos. O que fizemos também foi… já havia esse sentimento, mas houve um reforço da unicidade das equipas, portanto, se, por ventura, houvesse algum foco infeccioso, portanto seria aquele bloco e isso teria que estar a par com as pausas, com os almoços, etc. Por isso é que depois muitas vezes o que é que acontecia… reforçávamos bastante, e isso dependia muito, não só do nosso controlo, mas obviamente do bom senso das pessoas, que era elas não se cruzarem muitas vezes lá fora. Fizemos também outro tipo de adaptações, nomeadamente a criação de corredores de circulação para não haver confrontações de pessoas, dentro das limitações existentes não é? Porque existem ali a entrar e a sair da fábrica. E tentámos com que as pessoas se cruzassem mesmo o mínimo possível, portanto existia um circuito, e é isso. E depois, obviamente, a correcta utilização das máscaras de proteção, a nível de distanciamento, aqueles que eram possíveis, reforçámos isso, nas não possíveis, porque isto é uma linha produtiva, basicamente o que era era as pessoas não trabalharem frente a frente, portanto, trabalharem lado a lado. Hoje em dia é muito mais fácil falar disto porque acho que já estamos um bocadinho habituados ao novo, à nova realidade. Naquela altura era um bocadinho "live and learn" não é? Portanto obviamente que nós íamos à parte teórica, íamos implementando, e eu acho que aqui também há que soltar pela ACT, que também nos fez umas quantas visitas e nos ajudou também a melhorar e a trazer melhores práticas para dentro de casa.

P4: Agora, essas mudanças todas que aconteceram, principalmente nos primeiros tempos de pandemia, como é que lhe foram comunicadas a si? E como é que as comunicou ao seu departamento? Ou seja, quem é que decidiu essas mudanças e como é que lhe foram comunicadas?

R4: Basicamente, eu faço parte do board, nós sentámo-nos todos, e, no fundo, criámos quase um gabinete de crise, ok? E a informação, obviamente pelos meios… email, temos o quadrus próprio lá em baixo também. Fizemos reuniões presenciais, portanto, mas obviamente com a devida distância, fizemos no chão de fábrica para comunicar às pessoas. Mas de onde é que vêm estas mudanças? Obviamente que é pela internet, pela televisão,

quer dizer, nós vivemos na era da informação, não é? Portanto, eu acho... e da desinformação também,mas eu acho que, mais uma vez, foi sentar e tentar perceber o contexto e aplicá-lo da melhor forma. Não, nada disto vinha escrito não é? Portanto basicamente foi adaptação.

P5: Portanto, o Tiago fez parte dessa decisão do que seriam as mudanças não é? E depois teve que comunicá-lo ao seu departamento certo?

R5: Certo. Obviamente que nós tentamos sempre centralizar para haver aqui uma informação via recursos humanos ok? Portanto, não há umas medidas para uns e umas medidas para outros. Obviamente que, para que a mensagem fosse melhor passada, há depois o reforço de cada departamento junto das suas equipas. Lá está, os recursos humanos, de uma forma generalizada, informa as medidas, e mesmo depois dentro dos próprios departamentos, mas existem depois aquilo a que chamamos de micro comunicação, a microgestão, portanto, e aí já dependeria muito da nossa informação e de ouvirmos também as pessoas para a melhoria do dia a dia.

P6: Sentiu-se confortável com essas mudanças que ocorreram no meio de trabalho?

R6: Obviamente que numa fase inicial todos tivemos o receio não é? Portanto, vamos puxar a março do ano passado, aí estávamos a assistir ao estado caótico de Itália não é? E estavamos aqui com bastante receio, mas eu acho que depois no final também, prevaleceu um bocadinho o espírito de missão das equipas e, sobretudo, dos operários, ok? Porque os operários estiveram sempre na linha da frente, aqueles que ficaram porque nos tivemos de fazer layoff, mas aqueles que ficaram predispuseram-se a estar aqui todos os dias, na linha da frente, muito mais do que aquilo que tivemos oportunidade de enaltecer e agradecer, porque sem eles também não teria sido possível. Porque muitas vezes eu estava ou em layoff ou a partir de casa, e para mim se calhar era fácil. Difícil era para quem estava aqui, numa altura de grande incerteza, estar cá a dar o corpo às balas.

P7: E sentiu que esses funcionários, que pertencem ao seu departamento, e que estiveram na linha da frente, estiveram sempre motivados a trabalhar? Mesmo com todas as mudanças e com toda a incerteza que a pandemia trouxe?

R7: Eu acho que vou sempre dizer um que é: eles obviamente que sentiram-se, acho que a determinada altura, apoiados porque tentou-se discutir a melhor forma de fazerem as suas funções e de forma segura. Se me perguntarem se eles se sentem devidamente reconhecidos, eu acho que: primeiro, é do ser humano muitas vezes nunca estar satisfeito, ok? Eu acho que, efetivamente, a empresa, como é que eu hei-de dizer, eu acho que deu reconhecimento, se é o reconhecimento que as pessoas pretendiam, não sei. Eu acho que cada pessoa é que poderá obviamente dizer, eu acho que há um sentimento positivo no geral, mas obviamente que há pessoas que estão insatisfeitas, ou pela gestão que a empresa fez, ou porque não deu um prémio… E certamente, dia a dia, eram bombardeados com informações, e certamente houve picos de momentos mais calmos, outros mais stressantes. Acho que todos vivemos isto, se calhar hoje em dia uma pessoa ao meu lado tosse e brincamos a dizer: epa, vê lá se não é covid. Imaginemos em março ou abril, se uma pessoa tossia, se calhar, certamente, a pessoa pensava que poderia estar a trazer algum vírus para dentro de casa. Portanto, honestamente, acho que deve ter havido altos e baixos nessa motivação nas pessoas.

P8: Em termos de performance no trabalho, crê que a sua performance, agora falando da sua, foi a mesma, melhorou com o teletrabalho e com as mudanças que foram implementadas, ou como é que interpreta visto dessa perspetiva?

R8: Eu tenho um sentimento misto em relação ao teletrabalho. Portanto, eu acho que as pessoas são, os seres humanos são seres relacionais, seres sociais, portanto eu acho que esta questão do 100% teletrabalho, que muitas vezes se discute, eu não… Eu acho que há funções que se adaptam a isso. A parte operacional, fabril, ou seja, acho que não é, não se adequa a isso. E mesmo em termos de escritório eu acho que há muitas coisas que se resolvem cara a cara, olhos nos olhos, ok? E não é esta distância que substitui por completo. Se eu acredito em sistemas mistos? Sim, ok? A 100%, ou é um projecto muito fechado, muito tarefeiro, ou trabalhar em rede, não é fácil. Não estou a dizer que não se possa caminhar para aí, eu acho é que ainda há uma aprendizagem a fazer, ok? E depois muitas empresas, quando as coisas não estão propriamente super estabelecidas, os procedimentos bem feitos, os objectivos bem delineados, há uma certa tendência também a afastarmo-nos desta distância no computador. A minha experiência pessoal, então, falando de Tiago Pegado, existem dias em que eu sou um defensor a sério do teletrabalho, porque

permite-me gerir o meu tempo, permite-me estar focado, permite-me ser mais produtivo. Por outro lado, sinto algumas dificuldades na minha função em estar distante.

P9: Em relação aos funcionários do seu departamento, aqueles que há pouco dizia que acabaram por dar o corpo às balas e estar na linha da frente, a performance deles, com todas estas inseguranças de contágio, como crê que foi a performance deles? Manteve-se, piorou, melhorou?

R9: Mais uma vez, para medir performances nós precisamos também de bases históricas ok? Nós durante muito tempo o que andámos a fazer, foi algo que nós não fazíamos, não é? Produção de álcool gel, reworks de óculos… Portanto, nós, honestamente, também estivemos numa fase em que o importante era sobreviver, era manter a empresa à tona, ou seja, essas análises de performance eram muitas vezes substituídas por eficácia e reconhecimento, ok? Portanto, acho que mais uma vez, houve certamente pessoas, pelo espírito de missão a ter, conseguiriam produzir mais, outras, certamente que, com os receios, produziram menos. No final houve valor acrescentado trazido para a empresa, mas certamente houve também, no meio, alguma destruição de um ou outro em algumas atividades. Mais uma vez, nós numa medimos efetivamente, numa parámos para medir esse impacto. Porquê? Porque houve efetivamente a dada altura, acho que altos valores se impõe e simplesmente agradecemos e seguimos caminho em frente. Não andámos a olhar para trás para medir coisas.

P10: Está a dizer-me que em termos de fabrico, alteraram um pouco o quotidiano. Começaram a produzir álcool gel, óculos… Isso era algo que já fabricavam antes da pandemia?

R10: Não, não, não. Por isso é que eu estava a dizer que nós não tínhamos modo de comparação para saber se produzimos mais, se produzimos menos.

P11: Então também houve aí um processo de aprendizagem para a parte fabril. Como é que esse processo de aprendizagem, juntamente com todas as mudanças que estavam a existir, e com o medo do que seria a pandemia, foi gerido internamente?

R11: Sim, sim, claramente. Basicamente, nós íamos quase, dia a dia, dizer que a empresa dependia disto. Portanto, das duas uma, ou iam todos para lay off, ou então alguns iam para

layoff e outros também arregaçavam as mangas para manter a empresa à tona, porque eu não sei como é que teria sido se certamente… Já começam a haver dados, mas houve muitas empresas a falirem. E uma empresa como a nossa, que não tem vendas todo o ano, é bastante sazonal, nós estarmos a perder vendas… simplesmente ninguém nos encomendava brinquedos. Nós a dada altura tivemos que, dentro destes custos fixos e da instalação, da capacidade instalada que tínhamos, virarmo-nos para o mercado e reagir. Mais uma vez, acho que seria importante agradecer às pessoas todos os dias, e acho que as pessoas também se sentiam motivadas de saber que, porque a certa altura, nós também éramos dos únicos que conseguíamos dar álcool gel e óculos de protecção, etc, e para nós, havia um sentimento, obviamente que, tinha de se pagar este trabalho, não é? Ou seja, para além da matéria prima, sentíamos também algum espírito de patriotismo porque sabíamos que estávamos a ajudar o serviço nacional de saúde.

P12: Para terminar, se tivesse oportunidade, o que faria diferente internamente na Science4You durante o covid19?

R12: Eu não sou daquelas pessoas que "não, não". Na altura, era informação que nós tínhamos, e, portanto, mantinha tudo igual. Nós certamente que cometemos erros, nós hoje já lidamos com o covid, já sabemos de trás para a frente o que fazer. Por exemplo, há bocado falámos nos circuitos, se calhar nós andámos aí duas ou três semanas sem circuitos definidos, e se calhar era uma coisa básica. Nós pensávamos que só com as máscara e com a desinfeção se calhar daria. Eu acho que se eu pudesse mudar, e se pudesse ter aqui uma máquina do tempo, mas com o conhecimento atual, porque lá está… Eu até podia mudar, mas honestamente nós também não sabíamos bem para o que é que íamos. Enquanto empresa, se calhar podíamos ter reagido de forma mais rápida à redução de pessoas, de efectivos aqui no escritório, acho que poderíamos ter sido mais rápidos, porque a dada altura começou-se a pensar que isto era só uma doença de pessoas mais velhas e nós tínhamos no escritório faixas etárias relativamente reduzidas, portanto, se calhar a média andará entre os 30/ 35 anos, e pensámos que isto era uma coisa que nos ia passar ao lado enquanto empresa ok? Eu lembro-me que as primeiras conversas foi de quem está acima de x anos, vai para casa imediatamente, os outros tentarão manter aqui o posto de trabalho, etc. Mas a dada altura, quando se começa a ver, quando se começa a perceber mais da doença, quando começam a vir mais directrizes da DGS, a dada altura nós também fomos

um bocado followers não é? O que a DGS dizia, nós tentaríamos aplicar ao máximo na nossa realidade.

Appendix H. Filipe Almeida (head of Online4You) interview

P1: Quando e quais foram as primeiras mudanças internas na Science4You em derivação da pandemia?

R1: Primeiro, vou pôr aqui um parênteses, eu entrei em Julho do ano passado, já uns meses após pandemia, mas no geral, portanto, houve a criação de uma unidade de negócio à parte ou um produto à parte, essencialmente álcool gel, que era um produto que não tínhamos e tivemos de criar esse produto, e montar a operação para criar esse produto. Portanto, essa foi uma das principais, se não a principal o ano passado, porque de facto nós vendemos bastante álcool gel no ano passado. Também depois tivemos os óculos, mas isso era algo que já tínhamos, simplesmente aumentou a quantidade, utilizávamos para os brinquedos e utilizamos também para este propósito. Creio que essa foi uma das. Depois, o segundo, de facto é o online. Portanto, o online ,estrategicamente, o online tinha sido definido como um dos pilares para o futuro da Science4You, e nem de propósito, pouco tempo depois disto ter sido definido, surgiu a pandemia, o que faz disparar obviamente o online. Portanto, houve de facto uma maior venda do canal online que é a área por que sou responsável, houve também necessidade de melhorar a operação interna para satisfazer este canal de venda online que teve um modus operandi completamente diferente dos outros, que é B2B, para off line, por tanto é completamente diferente de B2C online, em que as encomendas têm de estar a sair todos os dias a toda a hora para vários sítios. Portanto, toda a operação teve de mudar para satisfazer o crescimento do online. Eu diria que essas foram as duas, três principais mudanças, o álcool gel, o online a disparar, e a operação que teve de mudar internamente para satisfazer o online. Em termos de, sei lá, mais coisas que mudaram, obviamente tivemos de saber trabalhar internamente mais em home office, especialmente as pessoas do escritório, que também é um desafio para as equipas, é um modus operandi completamente diferente, e acho que é isso.

P2: O Filipe já entrou depois da pandemia, mas desde Julho até ao dia de hoje, hão de ter havido mais mudanças a serem implementadas, nem que seja apenas a nível de negócio… não sei… estou a perguntar… Como faz parte do board, também teve a sua parte de participação na tomada de decisão das mudanças? Como é que as comunicou ao seu departamento?

R2: Bem, depende das comunicações… Há comunicações que são feitas para todos normalmente de duas formas, ou via email onde toda a gente tem acesso, ou de facto uma call, uma conferência, é uma call onde toda a gente acede, e o pin é normalmente partilhado com todos quando são decisões que de facto afectam todos. Depois é a equipa particular, nas nossas reuniões semanais, portanto temos reuniões semanais de equipa onde as principais coisas são comunicadas, portanto eu diria que essas são as principais pontes de comunicação com as pessoas.

P3: Sentiu-se sempre confortável com essas mudanças? Independentemente de ter sido um departamento qb novo, e que se foi desenvolvendo ao longo da pandemia, portanto quando um departamento se cria, ao longo do tempo vai adquirindo novas formas de trabalho… Mas sentiu-se sempre confortável?

R3: Parar é morrer…

P4: Pois… mas sentiu-se sempre confortável ou tinha de se sentir?

R4: Não, a mudança… Trabalhei sempre muito na área do online, e como tal, a mudança faz parte, e parar é morrer, por isso, se nós não estivermos a mudar, alguma coisa está mal, quer dizer que está tudo perfeito, e é impossível, não está tudo perfeito, temos de estar sempre a mudar. É o que é, e é assim.

P5: E cada vez que algo se altera numa empresa, seja um software ou um processo de trabalho, é habitual que haja uma introdução ou explicação desta nova prática que aí vem. Desde Junho até hoje, com as mudanças que existiram neste período de tempo, sentiu que existiu alguém responsável por fazer essa abordagem junto dos funcionários? Sentiu que houve alguém responsável por guiar as pessoas pelo processo de mudança?

R5: Sim… Portanto, depende novamente do que estivermos a mudar, da área que estivemos a mudar… Diria que portanto, os responsáveis por cada uma das áreas, são talvez os principais "guiadores" dessa mudança, e condutores dessa mudança, e que orientam as pessoas para essa mudança. Pode haver projectos específicos, então não há-de ser o líder do departamento, e há-de ser pessoas específicas que coordenam esses projectos, e esses projectos em si mudam qualquer coisa na empresa, portanto dependendo

novamente do projecto, diria que a pessoa que "guiará" esse projecto, ou essa mudança, dependendo do projecto, há pessoas destinadas para liderar essa mudança.

P6: Portanto, acredita que os trabalhadores do seu departamento tiveram sempre a mesma, uma melhor ou pior performance durante todas estas mudanças?

R6: É assim, genericamente é sempre melhor. Obviamente há coisas que podem correr mal, e que correm. Mas quando isso acontece, é identificar o que correu mal, para poder melhorar novamente. Qualquer mudança traz sempre melhores coisas, mesmo que algures nessa mudança piore um bocadinho, mas depois rectifica-se para melhorar. Genericamente é sempre para melhor, nunca para pior.

P7: Em termos laborais, e apliquemos aqui o durante covid em junho quando entra, e o depois covid para si ser agora. Não que não continuemos em pandemia, mas já estamos mais aliviados. Em termos laborais preferia o seu quotidiano em Junho do ano passado, ou agora? Ou é igual?

R7: À partida vou-te dizer que é igual.

P8: Portanto, teletrabalho… não sei. Não foi uma das coisas que referiu como mudança…

R8: Sim, nessa altura havia de facto mais, agora menos, é um facto. Em termos desse modus operandi, sou mais apologista do tele, mas há prós e contras dos dois lados, e neste momento temos um misto… Não é bem um misto, mas estamos mais físico do que remoto, mas ainda assim, temos remoto. Também houve coisas nessa altura que não funcionavam tão bem e que agora funcionam melhor, daí estar a dizer que há umas coisas que estão melhores, e outras que não estão tão bem como estavam antes, mas genericamente acho que está igual.

P9: Para finalizar, se tivesse tido oportunidade, o que faria de diferente na Science4You durante a pandemia? Ou se não fazia de nada?

R9: Não. Acho que tudo o que foi feito foi… As coisas que tu fazes é por algum motivo, não é? E obviamente que as coisas que tu fazes nem sempre vais acertar e é normal. E se não tivesses feito as coisas em que não acertaste, também não sabias que não acertavas, não é? Portanto, não é propriamente uma questão de arrepender, ou o que teria feito de

diferente, acho que de facto tentámos ser o mais ágeis possível. Houve situações que se calhar não correram tão bem, obviamente que se soubéssemos que não corriam bem, não as teríamos feito. Mas também faz parte às vezes uma pessoa bater com a cabeça na parede e perceber que aquilo de facto não funciona, e pronto, e vais para a frente. Mas genericamente eu acho que não tivemos, acho que não tivemos mal no ano que passou, foi um ano muito difícil para a Science4You, apesar de não termos vendido tantos brinquedos, como tínhamos vendido no anterior, é um facto. Mas vendemos bastantes outras, outros productos que surgiram durante a pandemia, o que reforça o quão ágeis nós conseguimos ser, e que conseguimos aproveitar este momento negativo, e torná-lo positivo. Daí, depois adveio obviamente alguns constrangimentos operacionais, que faz parte, acho que é difícil não teres constrangimentos e problemas operacionais quando acontece uma pandemia que nunca ninguém na vida passou por algo similar, e tens que mudar rapidamente a tua forma de trabalhar para poderes, praticamente, sobreviver. É disso que estamos aqui a falar, e acho que estivemos genericamente bem.

Appendix I. Survey

Questionário Science4You - Mudanças Internas trazidas pela pandemia

Este questionário foi desenvolvido com o intuito de fornecer informação a uma dissertação de mestrado em Ciências da Comunicação da Universidade Católica Portuguesa, e visa compreender as mudanças que surgiram com a pandemia Covid19 dentro da empresa Science4You. A forma como esse processo de mudança foi conduzido, a posição dos seus funcionários, e os seus resultados, são também outros fatores chave que este inquérito pretende entender. Este questionário é anónimo, dura três minutos, e, como referido em cima, todas as informações serão utilizadas apenas para fins académicos.

Obrigada.

P1: Qual o departamento em que trabalha na empresa Science4You?
A) Board
B) IT
C) Talent4You
D) Procurement4You
E) Finance4You
F) Audit
G) PMO (customer care)
H) Sales4You
I) Innovation4You
J) Online4You
K) Operations4You

P2: Há quanto tempo trabalha na empresa?
A.   Menos de 1 ano
B.   Entre 1 a 2 anos
C.   Entre 2 a 3 anos
D.   Entre 3 a 5 anos
E.   Mais de 5 anos

P3: Gosta de trabalhar nesta área?

A.   Sim

B.   Não

P4: Sentiu mudanças na empresa desde o surgimento da pandemia?

A.   Sim

B.   Não - Acaba questionário

P5 (Se sim a P4): Por favor assinale que mudanças sentiu:

A.   Alteração do meio de trabalho para teletrabalho

B.   Período de tempo em Layoff

C.   Aumento de volume de trabalho

D.   Diminuição de volume de trabalho

E.   Instabilidade do negócio da empresa

F.   Aumento da carga horária

G.   Falta de ambiente de equipa devido ao teletrabalho

P6: Existiu alguém responsável por guiar os funcionários durante este processo de mudança?

A.   Sim

B.   Não

P6,1 (Se não a P6): Sentiu, alguma vez, que era necessário existir alguém a desempenhar esse papel de guiar os funcionários pelas mudanças?

A.   Sim

B.   Não

P7: Sentiu-se sempre motivado a trabalhar com o processo de mudança que existiu na empresa?

A.   Sim

B.   Não

P8: Crê que os resultados obtidos dessas mudanças foram positivos?

A.   Sim

B.   Não

P9: Faria alguma coisa diferente para gerir a pandemia na Science4You?

A.   Sim

B.   Não