



Sensemaking in planned radical organizational changes

Change management

Jeanne Sas
490331

Sensemaking in planned radical organizational changes

Master thesis as part of the master's degree of
Business Administration September 2019
by Jeanne Sas

Mentor : Dr. M.S. Kaandorp
Co-reader : Prof. dr. Dirk van Dierendonck

Preface

The title sheet shows a photo of my favorite place in the new mechanized warehouse. When the mechanical installation is operational at full speed the conveyor belts move at a fast pace, making sure all the goods are distributed to the exact right place in similar black crates. Moving at such a fast pace it is challenging to imagine how the techniques work which drive the conveyor belts and direct the movement of the black crates to its designated position.

But this is also the place where I like to stand and watch the conveyor belts moving while taking a short moment to reflect on the challenges that have passed or lay ahead as my team and I accompany the 600 employees who work for the warehouse and are undergoing one of the largest changes in years.

For me, the conveyor belt is also a symbol of the responsibility that my top management team and middle management team have during the change: making sure that all the employees of the warehouse reach the right place, with the correct information at the right time. This research has taught me that a team can only achieve that goal if the employees are motivated to move along with the change. I have learned that in many more cases than I expected, the employees were very motivated. Even though they perceived that their future was unknown and uncertain, they were proud of their organization for investing in such a technical solution and therefore investing in the future. A phenomena that I underestimated when starting this research and was surprised to learn because I expected more uncertainty and fear of loss and . As was I surprised that so many employees wanted to help me with interviews and group conversations because they were proud that I went “back to school”.

I started my master's in business administration two years ago to learn more about various phenomena from a theoretical perspective. After a lecture on sensemaking and sense giving in the first semester I was excited. Until then I had assumed that this process was utter intuition and therefore vaguely interpretable. I have enjoyed learning about the process and hope to become a better manager by taking into account how important this process is for everyone undergoing a change. I performed the research at a warehouse of a leading Dutch retail company. This report is interesting for top management members, middle management members or anyone who has the responsibility to guide or inform others during a planned radical organizational change.

There are so many people to thank! First, I would like to start with thanking the person where it all started: I would like to thank Herman for inspiring and encouraging me to make this big leap and follow a study at a university. I would also like to thank my colleagues in my management team who supported me and make time to work for me at some moments so that I could study. I would like to thank my employer for letting me conduct the research at the location and facilitating my study. I would specially like to Mariette for her coaching, patience, insights about the various theories, but most of all her ability not to judge but let me learn. And of course, I would like to thank all the employees and team managers who took part in the interviews and group conversations. Without them I could not have gained the insights that were so important to me. They have taught me a lot. And last, but certainly not least, I would like to thank Tim for being so patient during these 2 years, when a lot of our time together and many of our holidays were accompanied with my work regarding my study. But most of all for believing in me!

Summary

The world we live in is changing rapidly. In the near future we can expect new developments and technologies, such as augmented reality, artificial intelligence and autonomous devices. Such developments are changing organizations as we know them. These changes often occur as planned radical organizational changes (PROC) which alter the power structure, culture, routines and strategy of organizations. It is important for organizations to guide their employees in preparation for these planned radical organizational changes, so that the changes are more likely to be embraced. Therefore, we must understand how employees make sense of planned radical organizational changes.

To answer this question, semi-structured interviews and group conversations are conducted in a warehouse of one of the largest retailers in the Netherlands. This organization is transforming one of its warehouses from a manual warehouse to a fully automatic warehouse. The respondents are supporters and opponents of the upcoming PROC. This study concludes that the sensemaking process regarding the PROC has various stages. First, the employees exhibit a need for information about the PROC. The next phase of making sense of the PROC can be described as creating an image of the change. When seeking information about the PROC, it can be concluded that employees are curious about changes to their own personal situations, and they speak most positively about information gained through interaction with others. Various emotions about the PROC arise during both phases, and it is important to understand that negative feelings can be accompanied by positive feelings. New findings show that employees express a need regarding how they receive the information. The behavior, honesty, transparency and frequency with which the top management team TMT communicates can be concluded as notable, but more importantly, as occurring through interaction with others. This has led to the formulation of a new model about sensemaking in the case of a PROC.

The literature review presents an overview of the most important literature, before the research design and methods of research and data gathering are explained. In the subsequent chapter the findings are presented thematically, in the form of categories and examples. The final chapter discusses the results, limitations and recommendations for further research.

Contents

Introduction.....	5
1. Literature Review	6
Planned radical organizational change (PROC)	6
Sensemaking.....	7
2. Research Design and Methods.....	9
Ontology and epistemology	9
The context: a PROC at a warehouse in the Netherlands	9
Extensive case study.....	11
Data gathering	12
Data analysis.....	12
3. Findings.....	14
Need for information about the PROC.....	14
Creating an image of the PROC	17
Need about the way information is provided	19
Emotions regarding the PROC	20
Process of sensemaking regarding the PROC: a model.....	22
4. Conclusions, Limitations and Recommendations.....	24
Discussion	24
Conclusion	26
Limitations	27
Recommendations	27
Bibliography.....	28
Appendix.....	31
Appendix 1: Archival research.....	32
Appendix 1.1: Documents	32
Appendix 1.2. Archival records.....	33
Appendix 1.3. Digital materials	36
Appendix 1.4. Physical artefacts.....	40
Appendix 2: Table of registration semi-structured interviews	43
Appendix 3: Interview schedule semi-structured interviews.....	44
Appendix 4: Interview schedule group conversation.....	45
Appendix 5: Table of registration group discussions	46
Appendix 6: My reflection on performing research.....	47
Appendix 7: Quotes per example, categories and themes	49

Introduction

“To work with the idea of sensemaking is to appreciate that smallness does not equate with insignificance. Small structures and short moments can have large consequences”

(Weick, Sutcliffe, & Obstfeld, 2005)

The world we live in is changing rapidly. Technological changes are developing more quickly than we can imagine. According to the agenda of the Annual Meeting of the World Economic Forum, we are entering a Fourth Industrial Revolution that is shaped by advanced technologies from the physical, digital and biological worlds that combine to create innovations at a speed and scale that is unparalleled in human history. These transformations are changing how individuals, governments and organizations relate to each other and the world at large (World Economic Forum, 2015). In the near future, humanity can expect emerging technologies such as augmented reality, artificial intelligence, led molecular design, implantable drug-making cells, complicated algorithms and lab-grown meat (World Economic Forum, 2015). These developments may seem difficult to comprehend for the average person, let alone that it is difficult for an individual to understand how these developments will change the way they will have to work in the future.

To be able to relate to the world around us, it is important to make sense of changes such as those in the working environment. There are various definitions of the phenomenon of **sensemaking**, including the following: *“Sensemaking refers generally to those processes by which people seek plausibly to understand ambiguous, equivocal or confusing issues or events”* (Colville, Brown, & Pye, 2012, p. 11). Gioia and Chittipeddi state that *“sensemaking has to do with meaning construction and reconstruction by involved parties as they attempted to develop a meaningful framework for understanding the nature of the intended strategic change”* (Gioia & Chittipeddi, 1991, p. 442). When starting my research, I was drawn to the definition of Weick, Sutcliffe and Obstfeld: *“Sensemaking involves turning circumstances into a situation that is comprehended explicitly in words and that serves as a spring board into action”* (Weick, Sutcliffe, & Obstfeld, 2005, p. 12).

The organizations we know today are changing physically and cognitively (Knickrehm, 2018). These changes can affect the content of a job, which may require employees to adjust and develop different skills or obtain new knowledge. There are various ways in which an organization can change. This research focusses on **planned radical organizational changes** (PROCs). A PROC *“fundamentally alters the power structure, culture, routines, and strategy of the entire organization, often appears to be the only option available in dire circumstances. A PROC process is generally characterized by sudden and intense change actions that fundamentally disturb various groups’ roles, identities, and interests that have co-existed for a long time”* (Corley, Kraatz, & Huy, 2014, p. 1652)

This research was conducted at a warehouses of the largest retailer in the Netherlands. At a time when a large PROC is in the implementation phase. This PROC is driven by technological developments. The current warehouse is being transformed into an automatic warehouse. By doing so, the organization is creating sustainable employability, providing a solution for the aging population of the warehouse, maintaining a competitive advantage and enabling the organization to be fit for growth. The PROC is expected to have a large impact on the current power structure, culture, routines and jobs of the warehouse employees. The way that the employees of the current warehouse make sense of the PROC will define how they embrace the PROC. According to the research of Weick, Sutcliffe and Obstfeld, sensemaking actions of individuals can be *“small actions with large consequences”* (Weick, Sutcliffe, & Obstfeld, 2005, p. 419). Before performing this research, I observed various reactions among employees. Some seem to have developed as early adapters and are very interested in the new fully automatic warehouse, and express themselves by asking various questions and making proposals for how to improve the PROC. However, a larger group of employees seem to be afraid and incurious, or even deny that future changes are

forthcoming. Research states that technological developments can trigger various emotions among employees, including enthusiasm, excitement, anxiety and even fear of the loss of employment (Griffith, 1999).

To understand how employees make sense of the PROC, the following research question will be explored:

How do employees make sense of planned radical organizational changes?

1. Literature Review

The starting point of the research is to perform a wider literature review in order to understand the concepts of PROC and sensemaking.

Planned radical organizational change (PROC)

An organization can change in various ways. Planned change is usually triggered by the failure of people to create continuously adaptive organizations (Weick & Quinn, 1999). Change can occur convergently, which McNulty and Ferlie (2004) describe as finetuning an organization within the existing parameters of an archetype, whereas revolutionary change happens swiftly and affects all parts of the organization simultaneously. Ferlie's model describes the following indicators of change transformation as *"multiple and interrelated changes across the system as a whole: the creation of new organizational forms at a collective level, the development of multi layered changes with impact below the whole system, at unit and individual level, the creation of changes in service provided and in the mode of delivery; the reconfiguration of power relations (especially the formation of new leadership groups); the development of a new culture, ideology and organizational meaning"* (McNulty & Ferlie, 2004, p. 1392). As mentioned earlier, a study by Huy and colleagues describes a PROC as a change that fundamentally alters the power structure, culture, routines and strategy of the entire organization, and which often appears to be the only option available in dire circumstances. The PROC process is generally characterized by sudden and intense change actions that fundamentally disturb various groups' roles, identities and interests that have co-existed for a long time (Corley, Kraatz, & Huy, 2014).

The research of Amis, Slack and Hinings (2004) takes a different viewpoint. The authors declare that the pace, sequence and linearity of radical change mean that people often associate radical change with rapid changes across the entire organization. According to the authors, this opinion is not only insufficient but may even determine the outcome of the change. According to their research changes in organizations occur via initial bursts of change activity followed by relatively steady progress towards the end point. This process allows the development of opportunities for trust and productive working relationships. The sequence in which organizational elements are changed may be even more important. Change processes may progress at a slower pace after the initial generation of momentum, and early change to high-impact elements sends a clear message that the changes being implemented will be substantive and enduring. In their study, Amis, Slack and Hinings also explain that changes to decision-making systems, while the most important when it comes to making radical transitions, also prove to be the most difficult to introduce (Amis, Slack, & Hinings, 2004).

The study also offers insights on how employees believe top management teams (TMT) should act during such a change. According to the research of Amis, Slack and Hinings (2004) managers should be cautious about attempting to implement large-scale changes rapidly and simultaneously across an organization. Their research led to the recommendation for managers to spend time building relationships with key stakeholders involved in the change process. Establishing trust appears to be

vital for accomplishing early changes to key high-impact elements. Furthermore, changes to elements that are central to the operation of an organization, such as decision-making structures, send a powerful symbolic message to the organization's members regarding the importance of the changes taking place. The authors stress that managers overseeing programs of radical transformation need to plan changes to high-impact elements with sensitivity. While they may be important for determining whether a transformation will be successful, high-impact elements are also likely to be the most contentious parts of an organization to alter, and thus changes to them may invite the greatest resistance. If managers are not careful and do not act according to a plan, changes to high-impact elements may need to be repeated, thus slowing the change process and likely decreasing its probability of success (Amis, Slack, & Hinings, 2004).

Sensemaking

To be able to adapt to the world around us, it is important to make sense of changes such as a PROC, as described before. There are various definitions for the phenomenon of *sensemaking*, as *"sensemaking refers generally to those processes by which people seek plausibly to understand ambiguous, equivocal or confusing issues or events"* (Colville, Brown, & Pye, 2012, p. 11). Gioia and Chittipeddi say that *"sensemaking has to do with meaning construction and reconstruction by involved parties as they attempted to develop a meaningful framework for understanding the nature of the intended strategic change"* (Gioia & Chittipeddi, 1991, p. 442). In a later study Gioia defines sensemaking as follows: *"it has to do with the way that managers understand, interpret, and create sense for themselves based on the information surrounding the strategic change"* (Gio & Thomas, 1996, p. 372).

An important study on this subject conducted by Gioia and Chittipeddi (1991) analyzed first-order and second-order findings about sensemaking and sensegiving in a strategic change process. The first-order findings indicate that the initiation of the change evolved through four phases: envisioning, signaling, re-visioning and energizing. These phases were found in the second-order analyses to correspond to the progressive initiations of sensemaking and sensegiving processes. In the first phase, the envisioning phase, information from various sources is collected and the possibilities for change are assessed. In the second phase, the signaling phase, the strategic change effort is communicated to key stakeholders. As a result of sharing the desired new situation, ambiguity can occur. In this phase moments of action and interaction are important. These include meeting with various groups of stakeholders to discuss their expectations and concerns about the change. This phase is followed by the re-visioning phase, where key stakeholders might try to influence the intended change vision. Various stakeholders can have different objectives and/or preferred approaches, which could lead to resistance from groups of opposition. The change initiator can then modify the intended strategic change vision, based on feedback from stakeholders. In the final phase, the energizing phase, the intended change is shared with a larger group of stakeholders for feedback. This can lead to further reinterpretation of the intended change, followed by a commitment to the entire change. In this study the sensemaking process is described as the meaning construction and reconstruction by an individual as they try to develop a meaningful model or framework to understand the content and intention of the intended change. This is done by developing impressions as a result of gathering information, for example by reading studies and articles, attending seminars, and speaking to key stakeholders and other members of the organization. *Sensegiving* is then the process whereby an individual attempts to influence the sensemaking and meaning construction of others. This can be done by sharing the intended strategic change with others. According to the study Gioia and Chittipeddi (1991), the phases take place in an iterative, sequential and to some extent reciprocal fashion. Sensemaking and sensegiving were also noted to correspond to cycles characterized by instances or periods of understanding and influence, or alternatively cycles typified as cognition and action.

The study of Weick and Sutcliffe describes the sensemaking process as one which *“is ongoing, instrumental, subtle, swift, social and easily taken for granted”* (Weick, Sutcliffe, & Obstfeld, 2005, p. 405). There are three important points in the process of making sense: 1) sensemaking occurs when a flow of organizational circumstances is turned into words and salient categories; 2) the process of organizing is embodied in written and spoken texts; and 3) reading, writing, conversing and editing are crucial actions.

Furthermore, according to the study, *“sensemaking is about the interplay of action and interpretation, rather than the influence or evaluation of choice.”* (Weick, Sutcliffe, & Obstfeld, 2005, p. 407). It starts with chaos by an individual, followed by noticing and bracketing. This is done by inventing a new meaning for something that has already occurred but that does not yet have a name. Once bracketing occurs, the world is simplified by the individual. This process is guided by mental models acquired during work, training and life experience. Labeling and categorizing then follow to stabilize the streaming of experience by functional deployment. This means imposing labels on interdependent events in ways that suggest actions of managing, coordinating or distributing. The sensemaking process is described as retrospective. An important quote from the article illustrating this point is: *“how can I know what I think until I see what I say?”* (Weick, Sutcliffe, & Obstfeld, 2005, p. 405). The sensemaking process is also described to be about presumptions made to connect the abstract with the concrete. Sensemaking is also influenced by various social factors such as previous conversations. In addition, sensemaking is about taking action. Finally, sensemaking is also about organizing through communication. *“A situation is talked into being through the interactive exchanges of organizational members to produce a view of the circumstances including the people, their objects, their institutions and their history, their setting in a finite time and place”* (Weick, Sutcliffe, & Obstfeld, 2005, p. 413). A central theme in sensemaking is that people organize to make sense of equivocal inputs and enact this sense back to the world to make the world more orderly. In summary, sensemaking is about two questions: 1) what is the story here? and 2) what do I do next?

A later study from Rouleau (2005) suggests that a third-order explanation explores how these processes are constituted through communications and action in daily routines and conversations. Here, middle managers (MMs) are important as they provide information and influence people around them by modifying their daily routines and adjusting their discourse to the new strategic orientation. Rouleau explains that these processes are the result of a complex set of mundane micro-practices embedded in tacit knowledge and social contexts (Rouleau, 2005).

An overview study by Maitlis and Christianson (2005) provides a comprehensive definition of sensemaking as *“a process, prompted by violated expectations, that involves attending to and bracketing cues in the environment, creating intersubjective meaning through cycles of interpretation and action, and thereby enacting a more ordered environment from which further cues can be drawn”* (Maitlis, 2005).

This research is important and complementary to existing literature. Desk research has led to various articles about sensemaking in strategic changes. This research adds value because, according to existing researchers such as Huy, and Ford and Damelio, researchers often experience difficulty in gaining deep access to organizations to study the PROC process closely and longitudinally (Ford, Ford, & D'Amelio, 2008) (Corley, Kraatz, & Huy, 2014). This is unfortunate, because the importance of research in this phase is all the more apparent when one considers the implementation phase as a critical dimension within the larger process of radical change, in addition to the inherently agentic nature of this process itself (Corley, Kraatz, & Huy, 2014, p. 0). The context of a PROC driven by new technological developments provides new insights about the sensemaking of employees in the implementation stage of the PROC. According to the World Economic Forum, technological developments are evolving at an exponential pace and disrupting every industry in every country (World Economic Forum, 2015). Accordingly, it is important to understand the process of sensemaking regarding such PROCs as these technological developments which are following each other at increasing speed. According to Gioia and Chittipeddi, this type of *“strategic change involves*

an attempt to change current modes of cognition and action to enable the organization to take advantage of opportunities or to cope with consequential environmental threats” (Gioia & Chittipeddi, 1991, p. 5).

Upon understanding these processes extensively, TMTs and MMs will be able to influence the process of sensemaking of their employees. As a result, PROCs can be implemented more successfully. This can provide organizations with a strong competitive position. Even more importantly, organizations can also contribute to their social responsibility to accompany employees in embracing change.

2. Research Design and Methods

The following chapter describes the research design, context of the research and the methods used to analyze the gathered data.

Ontology and epistemology

This research is based on the ontological view that the relationship between people and the world around us is created through interaction. As Eriksson and Kovalainen write, *“constructionism assumes that social actors produce social reality through social interaction”* (Paivi & Anne, 2008, p. 20). This research has been performed from my point of view, which corresponds to the epistemological view that *“there is no access to the external world beyond our own observations and interpretations”* and that some things, in reality, are material, but everything is assigned a different meaning by different people at different times and/or contexts (Paivi & Anne, 2008, p. 20). Further research led me to relationality-oriented organizational research, which is based on the philosophy that the researcher must be conscious of the impact of their research on what has been researched and how this affects themselves (Bradbury & Bergmann Lichtenstein, 2000). According to the philosophy of Buber (1981), true interaction or meaning emerges in the space between, and the researcher and the other cannot be seen apart from each other (Buber, 1981). Hence, the phenomena that I research has to be viewed as interdependent and intersubjective: *“we impact those we study and they impact us”* (Reason, 1994). This research was performed from a relational-oriented point of view.

The context: a PROC at a warehouse in the Netherlands

This research was performed at a warehouse of the largest retailer in the Netherlands. The organization is known to supply 43% of the country's retail food market and has over 10,000 employees. Every one of this organization's supermarkets receives at least two deliveries each day; one of fresh groceries and the other of dry groceries. The warehouse in which the research was performed is responsible for the daily supply of goods to 300 supermarkets. Accordingly, 600 large trucks leave the warehouse daily to provide these stores with goods. To fill the roll cages with groceries for each store, the warehouse is operational 24 hours a day for seven days a week. To complete the store orders, over 1,000 employees work in different shifts to produce the roll cages manually. This is done by performing various tasks, such as order picking the roll cages for the store orders, driving a reach truck and moving pallets to different locations in the warehouse, receiving trucks with incoming goods and loading trucks with roll cages for the stores. Other tasks include cleaning, teaching tasks to new employees, performing quality checks and steering the processes from the cockpits. The 1,000 employees of the warehouse are contracted by the retailer or a temporary employment agency. Those employees with a permanent employment contract are part of a team which is led by a team leader or shift leader. These teams consist of a maximum of 30 employees. The other employees are contracted by a job agency and hold a temporary contract. The employees with a permanent contract have often been employed for a long time and job anniversaries of 25 years or longer are not uncommon. This also means that the group of employees

who work for the retailer have created their own strong identity and culture. People who work and live in the geographical region of the “Randstad” are known to be honest, employ a direct form of communication and have not been open to new changes or management teams in the past. The group of employees can also be described as proud and have the tendency to work hard and be loyal to each other. The location is also well known because of the large number of employees that are members of the labor union. There is also a great deal of respect for different cultures among the employees. According to the HR business partner of the warehouse, there are over 35 different nationalities working together. The MMs often have comparable backgrounds and years of service and can be described as loyal and proud. They are also praised for their vast amount of knowledge about the current processes on the work floor.

Six years ago, the TMT of the warehouse announced that the organization was going to invest in the first fully mechanized warehouse in Europe at the location in Zaandam. The reason to invest in a fully automated distribution center was to create a strong competitive position in order to be fit for growth. However, the automated solution also provides a solution to sustainable work for employees, as machines will perform the heavy lifting. The warehouse in Zaandam where the dry groceries are produced will be fully automated. The implementation of a large technological solution such as the use of machinery to perform heavy lifting instead of manual labor can be described as a PROC.

This mechanical solution has been built in a new warehouse that is adjacent to the current warehouse. Over the past six years the building has been constructed, the machines have been placed and tested, and the software has been developed. In the new situation the machine can be operated with 70 to 90 full-time employees. In the current warehouse with dry groceries, 125 full-time employees and 130 part-time employees have a permanent contract. When the intended change was announced, all employees with an employment date before September 2012 were given a job guarantee at their working location.

This means that one third of the 255 employees with a contract who currently work at the dry groceries department will have to be relocated to the fresh groceries warehouse. The other two thirds of the full-time employees will be asked to work in the new mechanized warehouse. This means that every person who currently works in the dry groceries department will experience a change, in the form of a transfer to the new mechanized warehouse or to the fresh warehouse at the same location. The expected impact of the change is as follows: all current employees from the dry groceries department will have to learn new tasks, learn to work with machines or become acquainted with new colleagues in the fresh groceries department. It is presumed that the PROC will affect the job locations, tasks, job descriptions, organizational structure, hierarchal structure and organizational culture of the warehouse. The organizational structure will change due to the introduction of new jobs with different responsibilities and tasks. This also has a considerable impact on the hierarchal structure, because new jobs lead to different decision-making processes compared to those known to employees in the current warehouses.

The intended change was announced in 2012. The first shop order in the new mechanized warehouse was performed in the last week of February 2019, and the fully automatic warehouse is expected to be fully operational in November 2019. By that time all the employees who currently work in the dry groceries warehouse will have been divided into groups, which will continue the same tasks at the fresh department of the warehouse or will start to learn new tasks in the mechanized warehouse.

The MMs and TMT of the warehouse have an important role as change agents. They are responsible for providing information about the change; engaging with employees about the impact of the change for them as individuals; executing the placement process with employees between the dry warehouse, new warehouse and fresh warehouse; and being involved with the design of the new mechanized warehouse. Archival data shows that the TMT and MMs have taken the responsibility for various sources of communication. These sources consist of multiple types of data, such as

documents, digital materials and physical artifacts. An overview and examples of the archival data can be found in Appendix 1. Various documents are available that mention the PROC, including agendas and minutes from work meetings and the general workers' council, which is the workers' council of the warehouse in Zaandam. Written communications about the PROC were also found in the organization's 2018 annual report.

To inform the employees about the new job positions and organizational charts, descriptions of the new jobs and extensive job descriptions were produced. Appendix 1.4 documents 18 examples of media reports and press releases. Furthermore, to inform the employees about the mechanized warehouse, the impact on working conditions and the celebration of the "Go live" moment, videos were created to be displayed on screens and made available on the organization's intranet. The last type of archival data identified were physical artefacts. These consist of signs used in the warehouse. A special logo was designed for the PROC to be used in communication materials. Illustrations were used to visualize the PROC and its impact on working conditions. Employees were also informed via a weekly newsletter, produced on paper in the coffee corners, and information shown on the TV screens in the warehouse.

Extensive case study

This research took place at the beginning of the PROC implementation stage, from February 2019 to July 2019, at the warehouse in Zaandam. During this period the employees were being informed about the planning of the PROC. They were also taking part in internships at the new automatic warehouse to determine their preferred department choice and receiving information about the job content. During this period, I chose to perform an extensive case study. According to Eriksson and Kovalainen, an extensive case study can be described as *"investigating, elaborating and explaining a specific phenomenon. With the empirical knowledge generated from the case, the researcher is able to add something new to the existing theory or conceptual model or develop new theoretical constructs"* (Paivi & Anne, 2008, p. 136).

From a relational-orientated point of view, two distinctions are important to make. Firstly, it is important to determine if the relational interactions are visible or invisible. I believe that relational interactions are invisible, as I hope to create findings about internal phenomena, tacit beliefs and invisible behavior, which constitute the interior nature of the phenomena. The second distinction is to define the locus. I chose to perform second-person or interpersonal research, which is done with another person through direct interaction with the research subject (Bradbury & Bergmann Lichtenstein, 2000).

The level of analysis is the level of the individual employee. I made the choice to analyze the level of the individual because I have been involved in various communication events as a manager. Therefore, analyzing my own behavior as a change agent would have been too complex due to several of my own assumptions.

According to Barley (1990) the measure of success of a case study is based on the quality of relationships during the research. *"The more trust and closeness that emerges through the ongoing interactions, the richer the data and more complex the findings"* (Yin, 1984) (Eisenhardt, 1989). As an insider I am a member of the TMT, and held responsibility for all the logistical processes, safety and hygiene at the location where the research was conducted. Since January 2019 I have also led the TMT, which is directly responsible for the MMs and employees. Before the research began, I held a reserved opinion about how many people would want to talk to me willingly "on the record." My assumption was that they were scared to go on record. In fact, only in two interviews did someone ask me to switch off the recorder as they wanted to tell me something off the record. After telling me the information that they did not want recorded, they seemed relieved and offered to say it again on record so that it could be used. Ultimately, I had more potential participants than I had time to speak to and record. The participants were self-selected and participated voluntarily.

I knew the location, which means that as the researcher I also had an insider role. This included knowing how things work at the location and which task-related words and means of communication are used, and I had direct access to respondents. Due to the current working relationship between myself and the employees being based on trust, it was more likely that employees who spoke little Dutch would participate in the interviews compared to an outsider. I also tried to represent different voices by ensuring that I spoke to employees who were supporters of the PROC and employees who were against it. I started each interview by explaining the role of the researcher in relation to my role as site manager, and by stating that the gathered data would be anonymous and confidential. As a researcher I had certain assumptions about sensemaking regarding the PROC. I documented these assumptions in a journal before beginning data gathering. These assumptions were about the organization and the way that I expected employees to respond. This could have had an impact on my sensemaking as the researcher. Awareness of these threats was important, and I have attempted to eliminate them by documenting these assumptions before data gathering started. When coding, only the data collected during the interviews and group conversations was used. According to Eriksson and Kovalainen, the *“role of interpreter conducts the case and analyses it, focusing on the perspectives, conceptions, experiences, interactions and sensemaking processes of the employees involved in the study”* (Paivi & Anne, 2008, p. 134). During the research it was important to reflect on the *“production process”* of the knowledge with careful consideration of how the information was produced, described and justified (Paivi & Anne, 2008, p. 134). This process of reflection was documented in my journal. By conducting this extensive case study, new findings were established on the existing theories about sensemaking regarding PROCs.

Data gathering

To obtain the data, a variety of research methods were used: archival research, semi-structured interviews and group conversations.

After the archival research, data was collected by performing 20 semi-structured interviews (Appendix 2). The respondents are employees with a permanent contract who are confronted with the announcement and impacts of new technological developments in the form of the new mechanized warehouse. During this research employees with a temporary contract were not included in the interviews. I made this choice because employees with a temporary contract only work for the maximum duration of one year at the warehouse and hence do not have access to certain points of communication and interaction with the TMT. I spoke to employees with different preferred department choices (i.e., fresh or dry) to prevent any group of voices from being ruled out in advance. The interviews were conducted following an interview schedule (Appendix 3), were recorded with a digital tape recorder and transcribed into written text and coded. Along with the semi-structured interviews, 16 group conversations were held. The group conversations were attended by 170 employees holding a permanent full-time contract who were undergoing the PROC. Each group conversation lasted for a maximum of 60 minutes. During the group conversations, current information about the ramp-up planning of the mechanized warehouse was shared (Appendix 4). All questions and concerns about the changes were documented. The results of the group conversations were transcribed into written text and analyzed by thematic analysis. The employees of the warehouse were also asked to voluntarily participate in the semi-structured interviews and group conversations.

I made the choice to use data collected from desk research, interviews and group conversations because case studies which are based on multiple sources of empirical data are considered to be more accurate and convincing (Paivi & Anne, 2008, p. 139).

Data analysis

The data collected from the desk research was categorized into different types of empirical data. Subsequently, data from the semi-structured interviews and group conversations were first coded using the method of open coding. According to Strauss and Corbin, when open coding *“you break the*

data down into discrete parts, examine them closely and compare them for similarities or differences" (Strauss & Corbin, 1998). The aim of open coding is to produce concepts that fit or describe the data (Paivi & Anne, 2008). After the data was coded minutely, the more general rule of Strauss was used: "lean back and rethink." This process is also called theoretical memo writing, whereby the researcher writes down theoretical questions, hypotheses and ideas to keep track of ideas (Paivi & Anne, 2008). This was done by writing notes in my journal.

After the process of open coding, axial coding was performed. "Axial coding consists of intense coding of one category at a time, which results in new knowledge about the categories and their relations" (Paivi & Anne, 2008, p. 208). During this process analysis is performed on two different levels: 1) the actual words used by the respondent, and 2) my conceptualization of these words, which is my interpretation of these events as described in the text (Paivi & Anne, 2008). The developed concepts are important for research because they "are precursors to constructs in making sense of organizational worlds. For organization study to fulfill its potential for description, explanation, and prescription, it is first necessary to discover relevant concepts for the purpose of theory building that can guide the creation and validation of constructs" (Gioia, Corley, & Hamilton, 2012).

The last step of coding is selective coding, which involves *"integrating and refining: selecting one core category from the major categories to form a larger theoretical scheme. This core category forms the focus around which all the other categories are integrated"* (Paivi & Anne, 2008, p. 208). Easterby, Thorpe and Jackson refer to grounded analysis as a method that *"aims to derive structure (i.e. theory) from data in a process of comparing different data fragments with another"* (Easterby-Smith, Thorpe, & Jackson, 2015, p. 191). Gioia, Corley and Hamilton speak of concepts as *"more general, less well-specified notion capturing qualities that describe or explain a phenomenon of theoretical interest"* (Gioia, Corley, & Hamilton, 2012, p. 20). In doing so I have attempted to understand the meaning of the data fragments in the specific context in which they were created. The coding stage led to 310 unique codes and 37 group codes.

After performing this process, a data structure was developed. This is an important step in the research, according to the study of Gioia, Corley and Hamilton, because the data structure not only allows the researcher to configure the data into a sensible visual aid, but also provides a graphic representation of how the raw data was processed into terms and themes in conducting the analyses, which is a key component of demonstrating rigor in qualitative research (Gioia, Corley, & Hamilton, 2012, p. 20).

Upon beginning data collection, I had only gathered a limited amount of literature. This was intentional, as according to the study of Gioia, Corley and Hamilton, knowing the literature in great detail too early and *"intimately puts blinders on and leads to prior hypothesis bias (confirmation bias)"* (Gioia, Corley, & Hamilton, 2012, p. 21). After the first-order and second-order themes and concepts were described, I revisited the literature to study the phenomena extracted from the data. This process can also be described as *transitioning* from "inductive" to a form of "abductive" research. The data and existing theory are then considered in tandem and described in the results in chapter four (Alvesson, Kärreman, & Rreman, 2007).

3. Findings

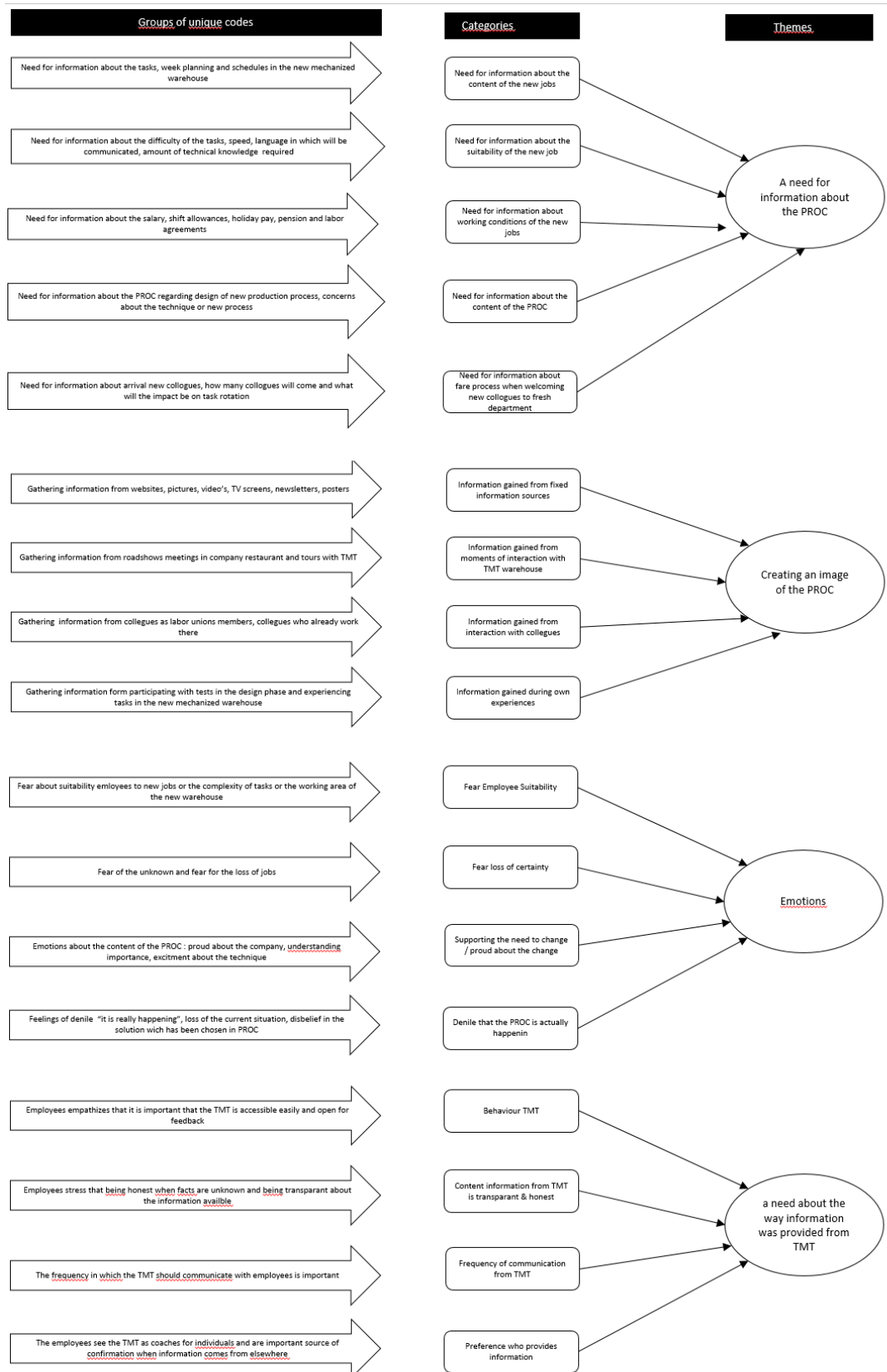
In the following sections the findings of the study are presented. The findings are divided into various categories and themes, inspired by the method described by Gioia, Corley and Hamilton (Gioia, Corley, & Hamilton, 2012).

The 310 unique codes and 37 group codes were the subtraction for the categories and themes. To formulate the categories and themes the group codes were transformed into groups of group codes. These group codes were then combined into categories. These categories were abstracted into four themes. The groups, categories and themes can be found in a framework on the following page (Figure 2). The gathered data show that four main themes arose in the way that respondents made sense of the PROC. They first showed *“a need for information about the PROC.”* They then *“created an image about the PROC”* through various information sources. The findings not only provide insights about which process the respondents experience, but also on how they wanted to receive the information. This led to a third theme, *“a need about the way information was provided from TMT.”* During these phases the respondents developed *“emotions”* about the PROC. Figure 2 represents the various categories and themes, and an overview of the quotes can be found in Appendix 5. The themes and categories are explained in the following paragraphs.

Need for information about the PROC

The first theme consists of a need for information about the PROC. While analyzing the interviews I learned that the respondents first developed a need for information. This category can be defined as *an urgent requirement of knowledge communicated or received concerning a facts or circumstances.* This need could then be divided into five different categories. Firstly, the respondents were very curious about how the new jobs would change in the future. Respondent the following D17 said about the new tasks: *“Well, actually this kind of information that caused me to understand at some point that it is not for me, was actually what this work is going to look like in practice? That it is done more in the so-called American way, that workplaces are simplified. That people who go to work there may actually be simpler, and so on and so forth. That less is expected from us in terms of and so on and that they make workplaces just standardized and ready and we just have to serve that workplace.”* Respondent D7 also expressed concern and the hope that the work doesn't become less challenging. *“Yes, and that is still going on now and especially now, then you can go and experience it. So, I actually said for myself 90% I am going that way, it is a new situation and then you can experience everything, anyway. Only there are people, including me, who don't like to do only one task, and if you say this is it then I will of course leave immediately. Fortunately, that isn't the case; there are many things that you learn now. But suppose, for example, you were only be feeding in containers all day long, as example, that is not allowed for some tasks I believe”* Upon analyzing the data, I learned that the employees did not only want to know how the job content would change, but had also developed a certain concern that the job environment and tasks would develop to become less challenging, and that this would influence how they experience their jobs in the future. Respondent D20 explains this in the following quote: *“Bonding with people I think that will soon be less with mechanization. I think you are more, of course you watch how people do their work, but the work becomes monotonous then I think when I see it, because the process operators who know what they have to do. They just have their own strings/ responsibilities. And you have people who do other parts and they depend on a machine, so that cannot be said or improved in the people themselves”.* Besides the job content, I learned that aspects such as weekly planning and schedules were also very important to respondents before choosing which department to move to. For example, respondent D7 said: *“I don't work night shifts. And there was a job which I can't apply to because I don't work*

night shifts – that is the job of operator. I really wanted to know what the time schedule would be to make a choice”.



When speaking to employees, I saw that they were very curious about the difficulty of the tasks. They wanted insights on how difficult tasks were or how quickly they needed to be performed. Respondent D8 told me that he was quite afraid to make mistakes in the new job: *"Afraid of making mistakes. Especially for the first time when you get a task at a piece of the computer-driven machine. It does something so fast, and if you are unexperienced, then you must ask, would you repeat that for me again. Even when it is done slower, it is still fast. That is a bit scary. Then you think to yourself, what does that man think about me. I don't understand anything about it, but I think that a bit of training is very important."* Besides concerns about the difficulty of speed, from various respondents I learned that they were concerned about the language in which they had to communicate with colleagues. Respondent D14 explained to me that he thought Mechanization was not suitable for him because he did not speak English well enough: *"That's what I mean, for me the mechanization was not an option...the language was a barrier for me. I can speak the language, but it's different at work. Then you have to know a lot of things specifically and what you have to say. The language is a little scary. I have watched a few videos about how it works at Schiphol, you know, on the videos about the work at Schiphol they always asked if you speak English and that kind of stuff, because it's important."*

When analyzing the data, I learned that the need for information about the content of the new jobs included knowledge of how the new tasks would affect their personal situation and how the job tasks would change in the future. Moreover, this need for information was accompanied by a concern that the new jobs would not be suitable for the respondents, and they feared exclusion from the new mechanized warehouse.

Besides the need for information about the content and suitability of the jobs, employees had a need for information about how their working conditions would change if they chose the new mechanized warehouse. They were very interested in information about their salary, shift allowances, holiday pay, pension and labor agreements. During the group conversations, various questions on this theme were asked. Examples of the questions asked during the group conversations are:

- *Do you keep your RSD (regeling senioren dagen) right? Can you then still go to DCM(Mechanization)?*
- *Will I receive a permanent contract when I am at the end and have already had two contracts?*
- *Will there be new permanent contracts in the future? Are you going to lose financially if you go to DCM?*
- *Is your salary frozen when you go to DCM?*
- *How will your vacation days, profit distribution, etc., in contrast to your salary increase be calculated later?*
- *What is a personal allowance and why is it called this?*
- *Suppose you are 49 and are appointed SR Operator, and as soon as DCM is live you become 50 and then you want to leave the night shift, do you keep your allowance?*

All these questions express a need for information about the job conditions at the new warehouse. However, I saw that they also represented a great concern that the respondents were going to lose their current salary or benefits. Respondent D7 expressed this concern: *"Well, in itself, what I find strange then, we have a place here in the company, and then you look for example at mechanization. Well, I would like to go there, actually. But there are also disadvantages. Like in terms of money. Then I think why can't we just switch and make sure nothing changes in working conditions."*

Employees also expressed an interest in the content and design of the new mechanized warehouse. The respondents I spoke to mostly had a long state of employment and were very well informed about the current production process. During the interviews they also expressed an interest in the design of the new production process, as well as sharing some concerns about the techniques or production process. This can be concluded from remarks from a conversation with respondent D2: *"But here, for example, just back to the current warehouse...everything must be excellent there. I*

mean those pallets are going to have to be perfect at a given moment, don't they, so do the stickers, this and that. So that we don't get any...or we hope so, no problems with that. So that means it...it gets so automated at some point that it doesn't have room for anything else." Respondent D6 said: *"And it is also one big machine. Everything was connected. If there is a fault somewhere...how does that work?"* It was interesting to see that the employees expressed a real interest about how the new production process was designed.

The PROC is expected to have a direct impact on the employees who work at the current dry warehouse. They will be asked to take a place in one of the teams in the new mechanized warehouse or in one of the teams with other employees at the fresh department. While the PROC does not affect the jobs of the employees in the fresh department directly, in conversations it became clear to me that there is an indirect effect on their jobs and working situations, because some employees from the dry department will join existing teams at the fresh department. When speaking to the respondents I learned that they expected the arrival of new colleagues to have an impact on the task rotation and working ethos at the fresh department. This became apparent when speaking to respondent D13, who was concerned that colleagues from dry department would try to pass on the heavy task called order picking. His concern was that he would then have to perform the heavy tasks more often: *"It doesn't matter to me, I don't mind so much. But I have heard from my colleague, he says to me – not a colleague, from the current warehouse, he works three days part-time. He says, 'I'm going upstairs, and then what?' he says. 'I can't order pick that much,' he tells me. And yes, he says, he works three days, 'I'm not going to pick orders.' I say, 'Yes, you have to pick orders right? Isn't that your job? You can't go upstairs.' 'I can't order pick, I can only order pick for a short amount of time.' 'You have to pick up, right? Do I have to then order pick myself, for five days?' I tell him. I think they are very strange people. Really. 'I just work three days.'"* In a conversation with respondent D18 he explained that he was not looking forward to the arrival of colleagues from the dry department: *"There are more indirect tasks with each other, which we have to share with each other. Yes, that is correct, because there will be an impact on the fresh department, yes. And what do I think about that? Not really nice, so I hope it goes very bad with...[mechanization]."* Various respondents expressed a concern about the arrival of colleagues at the fresh department and emphasized the need for a fair process regarding task rotation and schedules.

Creating an image of the PROC

When talking to respondents I not only learned what information they were seeking, but also how they had gathered information to create their own image of the PROC. This led to the second theme: creating an image of the PROC. This theme can be defined as: to evolve a mental representation from one's own thoughts or imagination.

I learned that the respondents created their own image of the PROC by collecting information from various sources. When analyzing the data, I learned that the process of gathering information to create an image can be classified into four different categories. Firstly, the respondents gained information from fixed information sources. The second category consists of gaining information from moments of interaction with the TMT. They also mentioned gathering information from interaction with colleagues, and lastly from their own experiences in the new warehouse.

When starting this research, archival research was performed. An overview of the various forms of communication initiated by the TMT can be found in Appendix 1. A number of these information sources were mentioned as "fixed information sources" in interviews, such as social media, videos, intranet and the flyer called DCM'tje. Respondent D8 spoke about how a truck driver used Facebook when unloading a load for the first time: *"And of course, Facebook also gives a lot of great things there, because I got from a truck driver, he had put a thing on Facebook of 'I am now loading for the first time at a mechanization'."* Various employees I spoke to were speaking positively about the various videos that had been made in preparation for the PROC. They spoke positively about these

videos because the information provided was clear and easy to follow. As respondent D16 told me, it helped him to create an image of the PROC: *"Well, you could see what it will all look like on the video and what's going to happen. You could follow it all exactly, that's easier than just hearing them say: look, this is going to happen, then you can't really imagine how it's going to look. But now you could really get a picture of it, that's how it will turn out."*

Another source of information that various respondents talked about was the written newsletter. It was provided on a weekly basis and mostly read during coffee breaks, but some employees, such as respondent D11, told me that they took it home to read: *"Yes, I have read that newsletter, yes. There were newsletters in our coffee corner. But I also take them home. I then read them at home. Or here, I sometimes read them in the coffee break, but I read them, I have sometimes also taken them home from the entrance."*

While speaking to respondents and gathering the data I learned an important fact. The respondents I spoke to frequently and positively mentioned moments of interaction with the TMT. Throughout the preparation phase of the PROC various moments of interaction took place. For new announcements, including the initial announcement that this warehouse would be mechanized, all of the employees are asked to gather in the company restaurant: *"If something important is involved, then we are called together to the restaurant"* (respondent D11).

During the building phases, various tours of the new mechanized warehouse were held by the TMT. Respondent D16 told me about one of the tours: *"At first, I thought: first let's go look around. Then I had a look by walking around, then I thought: yes, this is it. It just seems beautiful. And why was it so important to go and have a look? Well, I couldn't imagine how it would be. I have never been to Schiphol either or been behind those suitcases, so I have never seen it before. But they did say: 'Yes, it's all fully automatic.' But when I got there and walked around, I thought: oh, it's very big. I thought that was very impressive."*

The TMT also organized so-called "roadshows," during which a team of employees consisting of 30 employees and their team leader or shift leader gathered in a meeting room. These sessions varied around a presentation and time to ask questions or express concerns. These were described as important moments from the respondents' points of view. Respondent D19 told me that this is one of the moments that, as an employee, should be attended: *"Certainly, the roadshow! So really those fixed communication moments. That's really something that you should attend."* The roadshows were seen as important moments of communication about the PROC that were taken seriously, according to respondent D19: *"Well, maybe less pleasant, I can't remember these types of moments, but I did like that those moments were really taken seriously by the management, by the way. That was... We always had some sort of a gathering place with all the employees of the shift and we were not allowed to go home earlier, so that was really taken seriously by our team leaders and we got a real hour or sometimes an hour and a half of good explanation. So at the time I actually knew everything but what could be important from my point of view. Yes, and I thought it was very professional, I am mainly talking about the content of the information. So, it wasn't just a work meeting, just a theme on the table, no, that was really well done from A to Z, I think."*

In nearly all of the conversations with respondents the roadshows were mentioned as pleasant experiences, because the respondents had the chance to ask questions: *"Well, the roadshow, then you can ask questions. So now also, well this was only a small select group, of course you have the cockpit employees and you have the warehouse employees themselves...it's more comfortable to ask questions"* (respondent D7).

Besides being able to ask questions, the information provided during these moments was described as clear, for example by respondent D2: *"Presentations. And then some information, really the meetings were very valuable. So at a certain moment we came together, and we were told about the functions, these are the salary scales. Those are some of the most important things, of course. And yes, for the rest, that was in the same period. Operator 1 has these tasks, operator 2 has the same tasks plus...That was the moment that it all became clear for me."*

Another source of information appeared to be the interaction between peers. During the interviews a distinction was made between the different types of colleagues from who information was gained: colleagues who were representatives of the labor union, and those who were the first to work in the new mechanized warehouse. I realized that colleagues who represented the union were described as important sources due to the assumption that they had more information, as described by respondent D2: *"Well often, I think, via colleagues, for example John, just talk to them about it. Or sometimes I already knew things that were coming because of information from the guys who know more."* In various conversations the respondents also mentioned the information that they had gained from the first employees to work in the new mechanized warehouse. I learned that they found this information to be very valuable: *"Yes. And you also have to want it yourself. But the boys who went there, such as (name), I ride with him, then you sometimes hear something and then I also ask something about it. That information is very good with me. In my opinion"* (respondent D3).

The last source of information gained from interacting with others that was identified through analyzing the data was the information that employees gathered while experiencing the tests or tasks in the new mechanized warehouse and spoke to colleagues while doing so. According to various respondents I spoke to, being able to experience the tasks and the workspace and being able to directly ask questions helped to create an image of the PROC. This is highlighted in the following quote: *"Well, remember that at a certain point I was put a lot on mechanization, and if you are there a lot, your views differ a lot to before. And then you are less afraid of going there. Because a lot of people when asked, do you want to go to mechanization, they ask to stay in the current warehouse. And then they asked me, do you want to go to mechanization, well...If I have to go there anyway, I should go now, and I know more than the others"* (respondent D8).

Need about the way information is provided

From listening to the employees closely, another important theme occurred to me. Not only did the respondents express a need for information and explained to me how they had gathered their information, but they also clearly expressed a need regarding the way in which the information was provided. This led to the next theme : a need about the way information was provided. When defining this theme, I came to the following definition: *an urgent requirement under which conditions the knowledge concerning a facts or circumstances should be communicated.*

In the interviews it became clear that they had a strong preference about how information is provided by the TMT. Firstly, they had a clear opinion on how the TMT should behave. Secondly, they stressed the need for honest and transparent information. They continued by explaining their wishes about the frequency with which this should be communicated, and lastly showed a preference about who should provide information. These categories are clarified in the following paragraphs.

The respondents had a clear vision of how they desired the TMT to behave. In conversations with me they expressed that it was important for the TMT to be easily accessible and for the members of the TMT to be open for feedback. Respondent D17 explained that if he lacked information from his supervisor then he asked the TMT: *"Well, at least as a person, I have never had any trouble going to you or my supervisor to ask questions, so if I wanted to know something, I just went to ask. That's due to the feeling there is."* Respondent D3 explained that if something bothered him he would reach out to the TMT: *"If there is something then you can always talk about it. It is not always possible because you are also busy, but there is always a possibility. Not that I always needed that, but I believe I've been to (name) twice. Then I just said, 'that and that just bothers me'."*

Besides being accessible to employees, the respondents explained that it was important for the TMT to be transparent about the effects of the PROC. Respondent D20 said: *"Yes, but I think everyone wants that. But if that information is not there, you can come up with something, but that makes no*

sense. It is better to just remain transparent and say: there is no information yet, I understand that it is annoying, but as soon as we know it, you will also know. And that has happened."

Another important part of providing information was that the TMT was honest if something was unclear or had not yet been decided. Respondent D17 mentioned this in the following way:

"Often...or sometimes it was unknown, sometimes it was not entirely known, sometimes it was perhaps known but not yet told to us. But you were always honest about that." Respondent D19 stated: "It comes back to providing information again. You are so open and honest about all changes. You have been transparent about the smallest change. You have shown everything. And that is the key, very many people, I go for it and there are. You can see them all smiling. It is really nice and new. Those kind of things. And it also arouses interest. I think you really did well."

When analyzing the data, I also learned that the respondents stressed the importance of the frequency of communication moments. Even if there was no new information, they emphasized that it was important to continue to organize information moments where employees could interact with the TMT. In a conversation with respondent D8, he mentioned that there were moments when less information was available: *"Of course we had a lot of information in the beginning and then it became quiet for a moment."* Respondent D16 explained that he would rather have seen information moments at a higher frequency: *"And something was done in the canteens, but it lasted for six months each time. Or four months. And I think that's pretty long."*

Besides expressing a need for the way in which the TMT should provide information, employees were explicit about who should provide the information. Even though their own supervisors (MMs) had provided the same information, according to the employees, they preferred to receive information from the TMT. After analyzing the data, I understand that they viewed the TMT as coaches. In the past I had a conversation with respondent D18 about his choice of department. He referred to that conversation in our interview: *"We knew it would only be sustainable, so what would I want. I think, dear. I never have, but I am not going to talk a bit, but I once had a conversation with you about I do not know what I want. I remember. And then I thought: no. This is not what I want, so what am I doing here? That conversation helped me a lot."*

More importantly, I learned that the employees viewed the TMT as an important confirmation of the information provided by their own supervisors, as explained by respondent D6: *"Well, the real information came more from you. I also talked a lot to the team leaders, but I still waited for affirmation from you."*

Emotions regarding the PROC

While analyzing the data, I saw that a final theme arose. During the interviews the respondents sometimes explicitly and sometimes indirectly told me about the various emotions they had felt regarding the PROC.

Defining this theme 'emotions regarding the PROC' I have made the choice to use the definition from Elfenbein (2007): a feeling state with a identified cause or target that can be expressed verbally or non-verbally. Lazarus (1993) emotion theory explains that people experience emotions as they evaluate the significance of an event in reflection to their own goals and concerns. When people expect the consequences will be beneficial, pleasant feelings will arise. If people expect the consequences to be potentially harmful, unpleasant feelings arise (Lazarus, 1993).

I learned that these feelings occurred through both phases (the need for information and creating an image of the PROC) and could change during the process. Upon looking at the data more closely, I defined different categories of emotions. These consisted of fears that the respondents were not suitable for the new situation and/or jobs, fear of loss of certainty, fear of the unknown, and relief that the change would not concern them. To my surprise, I also identified feelings of support, interest and pride about the PROC. I will elaborate on these categories in the following paragraphs.

During the interviews, many respondents addressed their fears of being unsuitable for the new tasks at the mechanized warehouse, due to their image of the complexity of the working environment. Respondent D7, who was gaining information from a colleague, said to me: *"Because sometimes you hear from certain...Yes, I know two people who are working there. I think you know them too, Ricky and the other Mike. They were also rejected for the job, you understand. Sometimes I think, if they have been rejected, what about me? You know? What makes you think that? Yes, I do not consider myself stupid, you see. But if those two are rejected...pfff, that makes me doubt myself a little."* He was referring to other colleagues who did not make it through the selection process and comparing himself to them. This made him anxious that he would also not make it through the selection process. Other respondents felt fear in a larger context and felt overwhelmed because of the PROC, in addition to comparing the new mechanized warehouse to the current production process. These respondents felt insecure because they knew what to do and were afraid that they would not be suitable for the new tasks, and sometimes compared themselves to colleagues. When I spoke to respondent D11 he explained this fear in the following way: *"Everyone is scared of change. Everyone knows what they have to do now and how to do it. Everybody was thinking, well, if I have to go and do something else, what would that be? Would I be able to do it? Or not? Am I capable enough or is my colleague more capable? And...yes, there is a lot of anxiety. Everybody is scared of the unknown. And that included me."*

Besides a fear that they would not be suitable for the new tasks and working environment, I realized that the respondents I spoke to also feared a loss of certainty. I interpreted this as a fear of losing their jobs and a fear for the unknown. In an interview with respondent D4 he told me: *"Hmm, yes, that we don't lose our jobs. Yes, job certainty. Yes, we were told, but you hear what is going to happen and you hear all these crazy things. So yes, if we could keep our jobs that would be good."* Respondent D7 not only explained the fear of losing things, but also the fear of facing a new challenge unexpectedly, such as increased responsibility: *"I think that a lot of people do not like losing things. Or if you get more responsibilities out of the blue. Yes, I think that's an important issue."* The respondents also spoke about keeping what they have at this moment, and hoped that changes to current agreements would not affect them. I learned this in an interview with respondent D20: *"Is it true that there is an amended employment conditions law so that you can hire new people in the future? These newly hired people get a new collective labor agreement, for the elderly they keep their old collective labor agreement and keep what they have."*

Alongside the fear of loss of certainty, I saw something else in the data. I also found various feelings of support for the PROC. The respondents I spoke to expressed feelings of interest and support for the PROC. I saw that they were proud of the organization for investing in and implementing the PROC.

I spoke to respondent D12, who told me how proud he was that his company was the first to invest on such a large scale to keep a competitive position: *"Yes, of course. If I understand it correctly, we will be the first to do this. The first to have such a large mechanized warehouse in Europe. Knowing that, we have to do something, or another company is going to do it, so we have to be the first."* In another interview, respondent D8 explained to me that the arrival of the mechanized warehouse was something that made him proud of his company. He told me that it is something he would talk about at birthday parties: *"Look...what could be better if you were at a birthday party right away and you are talking about your company and people say, well, you still work at Albert Heijn? Well then you have a good job there! Do you know? Then you have a good piece of income, you have a good social business. That is mega. And that we build such a DC [warehouse]! Or that you say, well I don't know how it goes...You have to...there is the advertising for everyone."*

In addition to being proud of the company, respondents were also impressed by the mechanical solution that was being chosen. One of the respondents, D16, who had a tour reacted in a similar manner and was impressed by the size: *"Well, I couldn't imagine anything about it at first. I have never been behind those suitcases at Schiphol, so I never saw that. But they did say, 'Yes, it's all*

automatic.' But once I walked in there, I thought, 'Oh, it's really big here.' I thought that was impressive."

Process of sensemaking regarding the PROC: a model

When analyzing the data certain findings began to arise. In particular, when considering the respondents' needs for information an important finding became clear. When making sense of the PROC the employees were curious as to how the PROC would change their own personal situations. They were curious about things such as tasks, time schedules, the suitability of the jobs and the working conditions that would accompany the new jobs. However, they also wanted information about how the process of welcoming colleagues to the fresh department would proceed. The arrival of new colleagues at the fresh department implicated a possible change to the number of task rotations. Hence, their need for information was focused on how the PROC would affect their personal situations. They were concerned about the content of the tasks they had to perform, the times that they had to work, the working conditions they would receive, impacts on job rotation which might require them to perform unpopular tasks more often, and whether a fair process would be executed.

When examining the data about how the respondents gathered information, another important finding arose. The respondents spoke about the various ways that they had gathered information, such as from fixed information sources, interacting with the TMT, from colleagues and from experience. Nearly all of the respondents spoke positively about their perceived value of interaction during various moments. They also spoke positively about the information gained from colleagues and while performing tests and tasks in the new mechanized warehouse. In these second-order themes a common factor can be identified: these are moments of interaction with others. Moments of interaction were seen as important sources of information because the respondents were able to ask questions about the subjects that they were curious about. A direct answer helped them to create an image and they could directly ask new questions. However, moments of action were even more important, because in smaller groups or in one-on-one moments of interaction the respondents could express their emotions about the PROC.

The data also reveals that employees experienced feelings of fear and uncertainty. These feelings of fear originated when respondents who had the ambition to apply for a job in the new mechanized warehouse were scared that they would not be suitable for the new jobs because of the complexity of the new tasks in terms of speed, language and required technical knowledge. Besides the fear of suitability, respondents felt feelings of fear due to the fact that they were afraid of receiving lesser working conditions, and in the worst-case scenario, even losing their jobs.

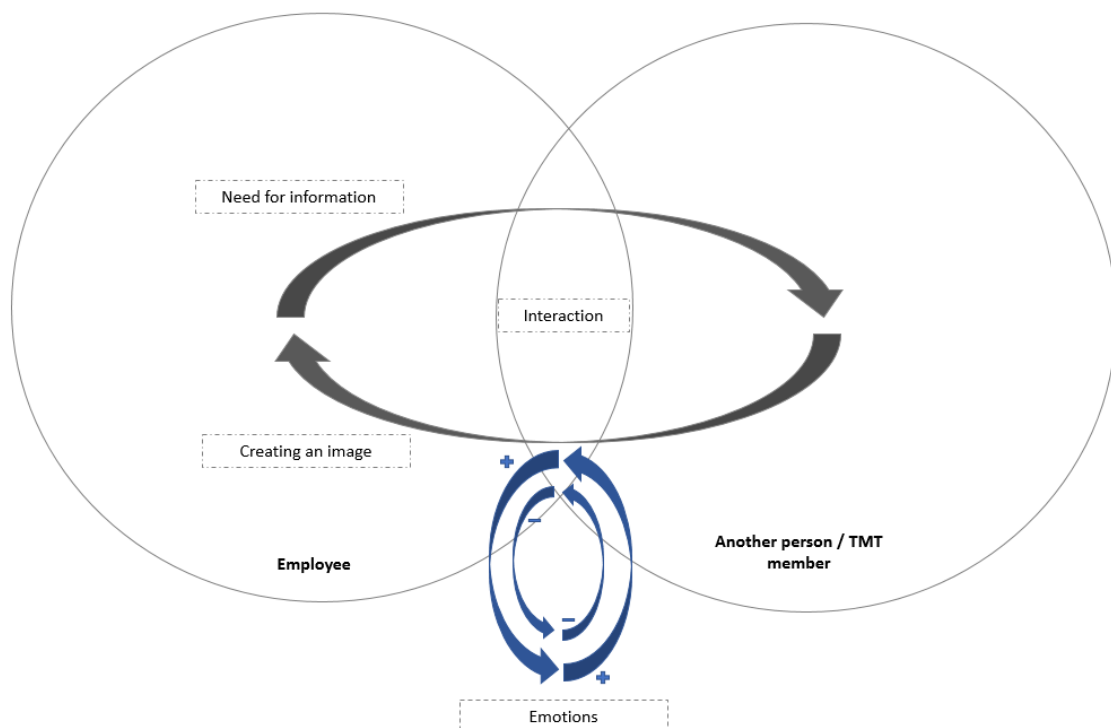
To my surprise, often in the same interview, the respondents also spoke of their interest, involvement and pride in the PROC. I was surprised because I had mostly expected negative feelings, such as fear. They explained to me that the PROC did cause feelings of uncertainty and sometimes even fear, but that they were also proud of the company for making such a large investment. They also explained that they felt uncertain about the upcoming changes, but understood the urgency for the company to change to maintain its competitive position in the Dutch retail market. They were also very interested in the design of the machines, and new production processes and techniques from a craftsmanship point of view. Due to their knowledge of the current production process, they were very curious to learn how the new process would be operated.

The data lead to a last important finding: not only did the respondents express a need about the content of the information they wanted, but also about the way in which they wanted to receive information in preparation for the PROC. This need consisted of interaction with the TMT. The respondents also specified how they would like the TMT to act. According to the respondents, it is important for the TMT members to be accessible and open to feedback from employees. They also

expected the TMT members to be honest when they do not have information because matters are undecided. I conclude that it is important for the TMT members to be transparent about all of the information that they share. Another important factor is for the TMT to continue to organize moments of interaction, even if there is nothing new to communicate. A lack of such moments of interaction can lead to growing feelings of uncertainty and fear, while these moments of interaction can also satisfy the need for information about the PROC and can help to develop feelings of involvement and pride. This is especially important because the respondents confirm that the TMT is seen as the main source of information.

The sensemaking process of an individual is most impactful when an employee requires knowledge and receives that knowledge in interaction with the TMT regarding the PROC. The true sensemaking of the PROC occurred when the employees had moments of interaction with the TMT. It is also important to note that the TMT has an impact on the sensemaking of the employee during the moments of interaction, just as a researcher can impact the person or situation he is examining. Based on these findings, a model was developed to visualize the sensemaking process of employees regarding the PROC. This model shows an employee and a member of the TMT or another person. As stated above, the employees have a need for information. During interaction with another person, for example a TMT member, employees gain valuable information which helps them to create an image of the PROC. The sensemaking happens in the space between the employee and the TMT member. During this ongoing process the employee can develop various feelings about the PROC. The new information gathered, or feelings developed, can lead to a new need for information or different feelings. As noted, before, it is important to understand that I have learned that pleasant feelings and unpleasant feelings can exist simultaneously. In the model two circles of arrows represent the pleasant (+) and unpleasant (-) feelings that can arise. Again, these can change during the ongoing process undergone by the employee while making sense of a PROC. This is represented by the arrows changing size. This model represents the sensemaking process of an individual employee during the preparation and implementation phases of a PROC in interaction with a TMT member.

Figure 3 : Employee sensemaking process employee regarding a PROC



All of the findings presented above were found by analyzing the data, but my biggest finding arose while gathering the data. I was planning to perform semi-structured interviews and group interviews and I had explained to the warehouse MMs that I was writing my thesis and looking for volunteers to speak to.

The interviews took place on evenings after normal workdays, at the location of the warehouse. I remember that it had been a busy day, and I had scheduled four interviews one evening. The weather was nice and I rather wanted to spend the evening outside instead of interviewing employees, who I expected were against the changes that were taking place and would express resistance. All in all, I was rather tense prior to the evening.

The first interview was with an employee from the dry department. He entered the office and I noticed that he was slightly nervous. I reassured him and told him that I was curious about his thoughts. He told me: *"Yes, I am a little nervous. This is only the third important meeting in my life. You know, a meeting where you actually sit down with a manager. I made notes about the topic yesterday evening, together with my daughter. You know, I'm afraid of saying it wrong in Dutch. But I'm glad I can help."*

In that moment, I realized what sensemaking and giving meaning felt like, and not only how it looked through analyzing data. I also understood that a researcher must be aware of how studying something or speaking to someone affects the subject. I had done this without considering the employee I was now sitting across from, and I felt really embarrassed. I have a great job and the opportunity to finish a college degree, but I was behaving in a spoiled way. My colleague had taken the effort to prepare for the conversation and talk to his family about it, and was feeling nervous. But he also wanted to help me to be successful. That moment made me feel humble and we had a great conversation about what happened in that moment. I experienced how different moments of interactions can have different meanings for people, and that unless we are really open and curious, we will never have a chance at trying to understand the other. I was also very surprised at how many employees expressed pride. In my assumptions I had expected a lot of resistance to the change. Instead, I witnessed a lot of pride. Employees were proud about mechanization, proud of the company for investing in the future, and proud of me for trying to get my college degree alongside a full-time job, which I didn't expect. *"We have been surprised in the past – to the point where we are no longer surprised – at how willing informants are to reveal what we might have considered to be proprietary information"* (Gioia, Corley, & Hamilton, 2012, p. 19). They were right.

The model of sensemaking is not only based on the data gathered from the interviews and group conversations, but also on my observations and feelings as a researcher during the research process which were documented in my journal. I have witnessed that sensemaking takes place during interaction with another, as described above, just as the philosophy of Buber (1981) suggests that true interaction or meaning emerges in the space between, and that the researcher and the other cannot be seen apart from each other.

4. Conclusions, Limitations and Recommendations

Discussion

The findings show that four main themes arose in the way that respondents made sense of the PROC. They first showed "a need for information about the PROC." They then "created an image about the PROC" through various information sources. The findings not only provide insights about which process the respondents experience, but also on how they wanted to receive the information. This led to a third theme, "a need about the way information was provided from TMT." During these phases the respondents developed "emotions" about the consequences of the PROC.

When making sense of the PROC the employees were curious as to how the PROC would change their own personal situations. They were concerned about the content of the tasks they had to

perform, the times that they had to work, the working conditions they would receive, impacts on job rotation and whether a fair process would be executed. This is consistent of the research of Lazarus (1993) which shows that people evaluate the consequences of the change of events of situations in relation to their own goals, concerns and situations (Lazarus, 1993). After analyzing the data and findings I am confident to say that sensemaking process of an individual is most impactful when an employee requires knowledge and receives knowledge in moments of interaction with another person regarding the PROC. The true sensemaking of the PROC occurred during the moments of interaction between the employee and the member of the TMT.

When analyzing the data another important finding arose. Unpleasant feelings and pleasant feelings about the consequences of the PROC were experienced at the same time by various employees. These feelings can exist alongside during the preparation and implementation phase of the PROC. It is also important to understand that these feelings can change during the different phases of the PROC.

According to Gioia and Chittipeddi (1991), the sensemaking process includes four stages: Envisioning, Signaling, Re-visioning and Energizing. The phases found in this research to some extent overlap with those proposed by Gioia and Chittipeddi. For instance, the “need for information” and “creating an image of the PROC” overlap with the Envisioning phase of Gioia and Chittipeddi. The Envisioning stage of their research consist of gathering information from various sources is collected and the possibilities for change are assessed. The Signaling phase of Gioia and Chittipeddi (1991), where the strategic change effort is communicated to key stakeholders, partly corresponds with the moments of interaction with the TMT, and is described in the model of sensemaking identified in this research and found to be very important. According to Gioia and Chittipeddi (1991) this phase is characterized by important moments of action and interaction, such as meeting with various groups of stakeholders, where their expectations and concerns about the change are discussed. This phase is followed by the Re-visioning phase of Gioia and Chittipeddi (1991), in which key stakeholders might try to influence the intended change vision. Various stakeholders can have different objectives and/or preferred approaches, which could lead to resistance from groups of opposition. This also overlaps with the moments of interaction with the TMT in this study. The last phase established by Gioia and Chittipeddi (1991), the Energizing phase, does not correspond with the model of this research.

Therefore, I can conclude that the sensemaking process of the warehouse employees follows the studied literature on sensemaking to some extent.

When starting this research, I read articles about performing research which led me to relationality-oriented organizational research. The fundament of this type of research is based on the fact that researcher must be conscious of the impact of their research on what has been researched and how this affects themselves (Bradbury & Bergmann Lichtenstein , 2000). As stated earlier, Buber (1981) is convinced that true interaction or meaning emerges in the space between, and the researcher and the other cannot be seen apart from each other (Buber, 1981). I believe to have found important new insights regarding the sensemaking process of an individual during a PROC. This research has proven that an important part of the process of sensemaking happens in interaction with another person, in the space between. Just as meaning occurs in the space between a researcher and the person or situation he examines. Until now little research focusses on these content of the moments of interaction between an employee and another person in relation to the sensemaking process in large organizational changes. I believe the current insights on relationality-oriented research can be linked to the current literature on sensemaking, but that I have proven an important deepening to the existing literature of sensemaking during a PROC : the true sensemaking of an individual occurs in the space between the employee and the TMT during interaction.

The literature provided a vast amount of information about resistance to change and negative emotions regarding change. For instance, it was stated that people struggle with the loss of security

and with responsibility shifted on to them (Liebhart & Lorenzo, 2014). According to a research of Frijda (Frijda, 1996) emotions can create a readiness to act that prepares people to take action in a situation. That research states that people choose a potential action after evaluating their own abilities to deal with the consequences of the situation. If they estimate that they have adequate resources to deal with the consequences, they are more likely to respond actively. If they do not think they can deal with the consequences, they could show passive behaviour which could be seen as a form of resistance to the PROC (Frijda, 1996). According to Elfenbien (2007) emotions can change both the thinking and behaviour of people. It can be confirmed from the data analysis that the respondents felt emotions of uncertainty and feared the loss of working conditions, and even the loss of their jobs. However, they also expressed positive feelings of interest, involvement and pride about the PROC. According to this research, negative emotions regarding the PROC can be accompanied by positive emotions. But I have also learned that the employees in many cases did not take a passive approach, even though they did feel unpleasant feelings, but took an active approach by attending the meetings and moments of interaction, tours and internships. The research of Corley, Kraatz and Huy shows that emotions not only serve as a source of information, but also as facilitators and amplifiers of change (Corley, Kraatz, & Huy, 2014). This research shows that various emotions can exist at the same time and that the emotions can change after moments of interaction. The moments of interaction with the TMT could alter the emotions of employees. These emotions could trigger employee actions which could serve as facilitators and amplifiers of embracing or rejecting the PROC.

The literature review also supplied insights on how a TMT should act in preparation and during the various phases of a PROC. Amis, Slack and Hinings stress that managers overseeing programs of radical transformation need to plan changes to high-impact elements with sensitivity to prevent resistance. If managers are not careful and do not act according to a plan, changes to high-impact elements may need to be repeated, thus slowing the change process and likely decreasing its probability of success. They should focus on making one change at a time and are advised to invest time in building strong relationships with key stakeholders such as employees. Plans and communications must be executed with sensitivity (Amis, Slack, & Hinings, 2004). This can also be confirmed after analyzing the data. The employees expressed a need about how they wanted to receive information in preparation for the PROC, namely through interaction with the TMT. According to the respondents it is important for the TMT members to be accessible and open to feedback from employees. They also expect the TMT members to be honest when they do not have information because matters are undecided. Another important factor is that the TMT should continue to organize moments of interaction, even if there is nothing new to communicate. A lack of moments of interaction can lead to growing feelings of uncertainty and fear, while these moments of interaction can also satisfy the need for information about the PROC and can help to develop feelings of involvement and pride. This is especially important because the respondents confirm that the TMT is viewed as the main source of information. The findings of this research are consistent with the research of Amis, Slack and Hinings that the TMT must act with great sensitivity.

Conclusion

This study concludes that employees react to a PROC in various ways. This research provides insights on the sensemaking process of employees. When confronted with the announcement and during the design phase of the PROC, the employees express a need for information about the PROC. The next phase of making sense of the PROC can be described as creating an image of the PROC. When searching for information about the PROC it can be concluded that employees are curious about the changes to their own personal situations and that they speak most positively about information gained through interaction with others. These insights about the moments of interaction have led to the development of a new model. Moments of interaction are described as the most valuable sources of information and sensemaking, because employees can ask questions and express their

feelings. This research shows that the true moments of sensemaking and meaning occur in the space between the employee and another person. During the phases, the need for information and creating an image of the PROC, various emotions about the PROC arise. It is important to understand that feelings of fear and uncertainty can be accompanied by feelings of pride, interest and involvement about a PROC and can be altered in the moments of interaction with the TMT. These emotions can be altered by moments of interaction with the TMT. The emotions of the employees could cause actions which could serve as facilitators and amplifiers of embracing or rejecting the PROC.

These new findings show that employees not only express a need concerning what they want to know regarding the PROC, but also regarding how they prefer to receive this information. The behavior, honesty, transparency and frequency with which the TMT communicates can be concluded as notable and the TMT must act with sensitivity. But most important : the true sensemaking happens in the space between people.

Limitations

It is important to consider certain limitations of this research. Firstly, the research was performed in a warehouse in the Netherlands. This means that the case study is context specific, and the degree of generalizability is therefore limited. The second limitation is the factors of time and timing. The research was conducted for six months, which has enabled sufficient data to be collected, but more research time during other phases of the PROC could lead to additional findings. The data was collected during the implementation phase of the PROC. If interviews and group conversations are conducted after the PROC is implemented, this could lead to different findings.

The third limitation is the scope of the group of employees that were spoken to. When gathering data, the choice was made to speak with employees holding a permanent contract with the organization. I made the choice not to speak to employees with a temporary contract from the same location. Employees with a temporary contract only work at the warehouse for the maximum duration of one year and do not have access to various moments of communication, so their inclusion would lead to a disproportionate view of employees who did not have access to the information provided.

Recommendations

The results of this research suggest recommendations for further research. Due to the timing of the research, the data was gathered during the implementation phase of the PROC. Additional research following the implementation phase could provide a complete representation of the sensemaking process of employees during the various stages of a PROC. Secondly, more research should be conducted on the phenomenon of gaining experience in relation to sensemaking. Respondents were skeptical before experiencing the tasks and working environment. However, after experiencing parts of the new tasks or new working environment, their opinions about the PROC seemed to have changed. Additional research could provide more insight into how managers can give sense by creating room for employees to experience elements of upcoming changes. New research could also explore the various sources of information during the preparation of a PROC, and the way that the interaction between different actors should take place for the sensemaking process of employees regarding a PROC to be successful. Finally, more research could be conducted on how TMT members view their responsibility and perceived behavior in giving sense to employees in preparation of a PROC.

Bibliography

- 28 robots en 260 shuttles in nieuwe dc Albert Heijn.* (2018, november 16). Opgehaald van Warehouse totaal : <https://www.warehousetotaal.nl/magazijnautomatisering/28-robots-en-260-shuttles-in-nieuwe-dc-albert-heijn/105033/>
- 6.380 zonnepanelen en 4 BREEAM-sterren voor nieuw distributiecentrum Albert Heijn.* (2018, february 16). Opgehaald van Solar Magazine: <https://solarmagazine.nl/nieuws-zonne-energie/i15429/6-380-zonnepanelen-en-4-breeam-sterren-voor-nieuw-distributiecentrum-albert-heijn>
- AH opent gemechaniseerd DC- meer capaciteit om te groeien.* (2018, june). Opgehaald van Levensmiddelenkrant: <https://www.levensmiddelenkrant.nl/levensmiddelenkrant/nieuws/nieuw-gemechaniseerd-dc-voor-ah>
- AH's nieuwe, geautomatiseerde DC* (2018). [Film].
- AH's nieuwe, geautomatiseerde DC* (2018). [Film].
- Albert Heijn automatiseert distributie : minder werk voor uitzendkracht.* (2014, may 2). Opgehaald van Algemeen Dagblad: <https://www.adformatie.nl/interne-communicatie/albert-heijn-automatiseert-distributie-minder-werk-voor-uit>
- Albert Heijn imponeert met gemechaniseerd distributie centrum.* (2018, november 16). Opgehaald van AGF.nl: <https://www.agf.nl/article/9043542/albert-heijn-imponeert-met-gemechaniseerd-distributiecentrum/>
- Albert Heijn imponeert met gemechaniseerd distributiecentrum.* (2018, 11 15). Opgehaald van Logistiek.nl: <https://www.logistiek.nl/warehousing/nieuws/2018/11/albert-heijn-imponeert-met-gemechaniseerd-distributiecentrum-101165978>
- Albert Heijn investeert in 'distributiecentrum van de toekomst'.* (2014, mei 5). Opgehaald van MarketingTribune Food and Retail: <https://www.marketingtribune.nl/food-en-retail/nieuws/2014/05/albert-heijn-investeert-in-distributiecentrum-van-de-toekomst/index.xml>
- Albert Heijn kiest voor VanderLande.* (2014, mei 6). Opgehaald van NPM Capital: <https://www.npm-capital.com/nl/nieuws/albert-heijn-kiest-voor-vanderlande>
- Albert Heijn start met bouw nieuw distributiecentrum.* (2016, april 22). Opgehaald van RetailDetail.nl: <https://www.retaildetail.nl/nl/news/food/albert-heijn-start-met-bouw-nieuw-distributiecentrum>
- Albert Heijn zet in Zaandam het distributie centrum van de toekomst neer* (2018). [Film].
- Albert Heijn zet in Zaandam het distributie centrum van de toekomst neer.* (2018, 11 16). Opgehaald van Ah.nl: <https://nieuws.ah.nl/albert-heijn-zet-in-zaandam-het-distributiecentrum-van-de-toekomst-neer/>
- Alberte Heijn zet distributie centrum van de toekomst neer.* (2018, november 19). Opgehaald van LogistiekOnline.nl: <https://www.transport-online.nl/site/97464/albert-heijn-zet-in-zaandam-het-distributiecentrum-van-de-toekomst-neer/>
- Alvesson, M., Karreman, D., & Rreman, D. (2007). Mystery : Empirical Constructing Matters in Theory Development. *Academy of Management Review*, 1265-1281.
- Amis, J., Slack, T., & Hinings, C. R. (2004). The pace, sequence, and linearity of radical change. *Acedemy of Management Journal* 47(1), 15-39.
- Barley, S. (1990). Images of Imaging: Notes on Doing Longitudinal Field Work. *Organanizational Science*, 220-247.
- Bradbury, H., & Bergmann Lichtenstein , B. M. (2000). Relationality in Organizational Reserach. *Organization Science Vol.11 No.5*, 551-564.
- Buber, M. (1981). *Das dialogische Prinzip*. Darmstadt, Germany.
- Colville, I., Brown, A. D., & Pye, A. (2012). Simplexity : Sensemaking, organizing and storytelling for our time.

- Corley, K., Kraatz, M., & Huy, Q. (2014). From support to mutiny: shifting legitimacy judgements and emotional reactions impacting the implementation of radical change. *Academy of Management Journal* 57(No.6), 1650-1680.
- Drone-film gemechaniseerd distributiecentrum Albert Heijn Zaandam* (2016). [Film].
- Easterby-Smith, M., Thorpe, R., & Jackson, P. R. (2015). *Management and Business research*. Londen: Sage.
- Eisenhardt, K. (1989). Building theories from case study research. *Academic Management Review*, 532-550.
- Elfenbein, H. A. (2007). Emotions in organizations. *Academy of management Annals*, 315-386.
- Ford, J. D., Ford, L. W., & D'Amelio, A. (2008). Resistance to change : The rest of the story. *Academy of Management Review* 33(2), 362-377.
- Frijda, N. H. (1996). Passions: Emotions and socially consequential behaviour . *Emotions : Interdisciplinary perspectives*, 1-27.
- Gemechaniseerd dc van Albert Heijn vraagt om accurate productdata*. (2018, juli 26). Opgehaald van GS1 Nederland : the global language of business: <https://www.gs1.nl/nieuws/nieuws/2018/gemechaniseerd-dc-albert-heijn-vraagt-accurate-productdata>
- Gio, D. A., & Thomas, J. B. (1996). Identity, image, and issue interpretation : sensemaking during strategic change in academia. *Administrative Science Quarterly*, 370-392.
- Gioia, D. A., & Chittipeddi, K. (1991). Sensemaking and sensegiving in strategic initiation. *Strategic Management Journal*, 433-448.
- Gioia, D. A., Corley, K. G., & Hamilton, A. L. (2012). Seeking Qualitative Rigor in Inductive Research: Notes on the Gioia Methodology. *Organizational Research Methods* 16(1), 15-31.
- Griffith, T. L. (1999). Technology Features as Triggers for Sensemaking. *The Academy of Management Review*, 472-488.
- <https://www.agf.nl/article/9043542/albert-heijn-imponeert-met-gemechaniseerd-distributiecentrum/>. (2018, november 16). Opgehaald van AGF.nl: <https://www.agf.nl/article/9043542/albert-heijn-imponeert-met-gemechaniseerd-distributiecentrum/>
- <https://zaanstad.nieuws.nl/bedrijvigheid/23997/uitzendkrachten-klos-opening-nieuw-ah-distributiecentrum/>. (2018, november 19). Opgehaald van Zaanstand.nl.
- Knickrehm, M. (2018). *How Will AI Change Work? Here Are 5 Schools of Thought*. Opgehaald van www.hbr.org: www.hbr.org/2018/01/how-will-ai-change-work-here-are-5-school-of-thought
- Lazarus, R. S. (1993). From psychological stress to the emotions : a history of changing outlooks. *Annual Review of Psychology*, 1-21.
- Maitalis, S. (2005). The social processes of organizational sensemaking. *Academy of Management Journal*, 21-49.
- Marlisa, L. (2018, 11 28). *Wij mochten een kijkje nemen in het hypermoderne distributiecentrum van Albert Heijn*. Opgehaald van Business Insider: <https://www.businessinsider.nl/albert-heijn-distributiecentrum-zaandam/>
- McNulty, T., & Ferlie, E. (2004). Process transformation: Limitations to radical organizational change within public service organization. *Organization Studies*.
- Mechanisatie in het vernieuwde DC Zaandam*. (2018, november 1). Opgehaald van Facebook page Ondernemingsraad Albert Heijn: https://www.facebook.com/ondernemingsraad.ah/posts/941007572751665?comment_tracking=%7B%22tn%22%3A%22O%22%7D
- Nieuw geautomatiseerd distributie centrum Albert Heijn* (2018). [Film].
- Paivi, E., & Anne, K. (2008). *Qualitative Methods in Business Research*.
- Reason, P. (1994). *Three approaches to participative inquiry*. Thousand Oaks .
- Rouleau, L. (2005). Micro-practices of Strategic Sensemaking and Sensegiving : how middle managers Interpret and Sell Change Every Day. 1414-1441.

- Strauss, A. L., & Corbin, J. (1998). *Basics of Qualitative Research : Techniques and Procedures for Developing Grounded Theory*. Sage.
- Uitzendkrachten de klos na opening van nieuw AH distributie centrum*. (2018, november 19).
Opgehaald van Zaanstand.nl:
<https://zaanstad.nieuws.nl/bedrijvigheid/23997/uitzendkrachten-klos-opening-nieuw-ah-distributiecentrum/>
- Van de oude naar de nieuwe wereld : met robots, maar zonder heftrucks*. (2016, october 4).
Opgehaald van Nrc.nl: <https://www.nrc.nl/nieuws/2016/10/04/van-de-oude-naar-de-nieuwe-wereld-met-robots-maar-zonder-heftrucks-4584294-a1524696>
- Verschuure, J. K. (2016, november 7). *Stedenbouw*. Opgehaald van Stedenbouw:
<https://www.stedenbouw.nl/artikel/rdc-albert-heijn-zaandam-alles-in-dienst-van-de-logistieke-processen/>
- Video explanation : agreement labor unions* (2017). [Film].
- Weick, K. E. (1995). Sensemaking in organizations.
- Weick, K. E., & Quinn, R. E. (1999). Organizational Change and Development. 361-386.
- Weick, K. E., Sutcliffe, K. M., & Obstfeld, D. (2005). Organizing and the Proces of Sensemaking. *Organization Science*, 409-421.
- World Economic Forum. (2015). *The Fourth Industrial Revolution : what is means and how to respond*.
- Yin, R. (1984). *Case Study Research: .* Newbury Park: Sage Publications.

Appendix

Appendix 1: Archival data

Appendix 2: Table of registration semi-structured interviews

Appendix 3: Interview schedule semi-structured interviews

Appendix 4: Interview schema group conversations

Appendix 5: Table of registration group conversations

Appendix 6: My reflection on performing research

Appendix 7: Quotes per 1ste order theme, 2nd order theme and aggregate dimension

Appendix 1: Archival research

- Documents
- Archival records
- Media texts
- Digital materials
- Physical artefacts

Appendix 1.1: Documents

Documents

1. Minutes of meetings

There are various minutes of meetings about the planned radical organizational change which are accessible to employees. The following meetings have taken place in the last six years:

- Minutes from the general workers' council
- Minutes from the workers' council of the warehouse in Zaandam
- Minutes of the work consultation meetings of the various teams

2. Agenda's

- Minutes from the general workers' council
- Minutes from the workers' council of the warehouse in Zaandam
- Minutes of the work consultation meetings of the various teams

3. Annual reports

- Annual reports: the planned radical organizational change has been mentioned in the annual reports of the organization in 2018.

Annual report 2018 (Ahold Delhaize, 2018)

Who we are Business review Governance Performance: Financial Performance: Sustainability Investors

Ahold Delhaize Annual Report 2018 19

Our growth drivers

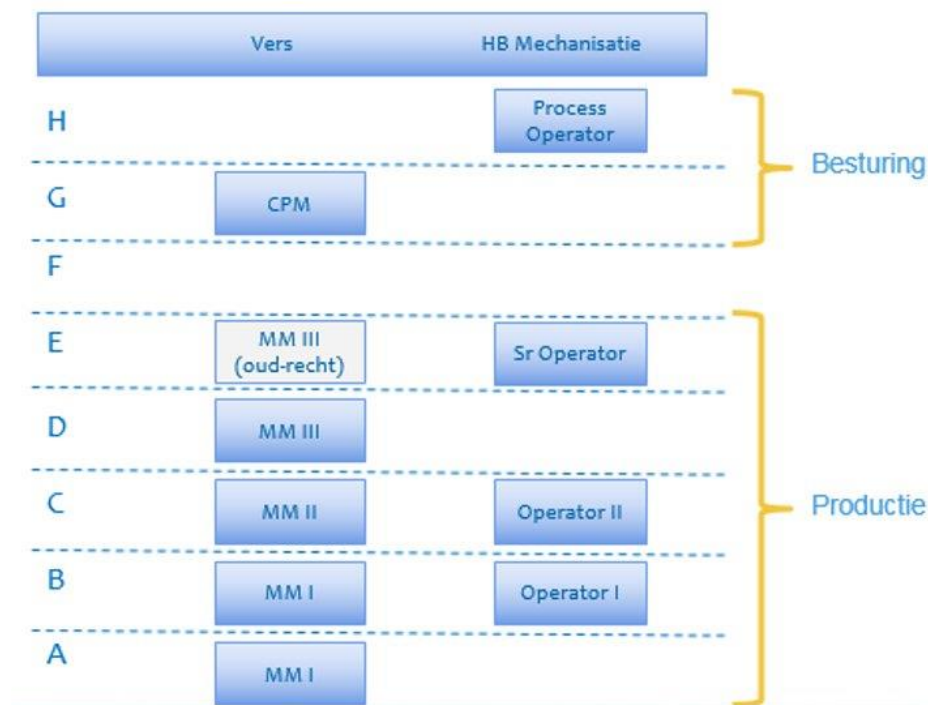
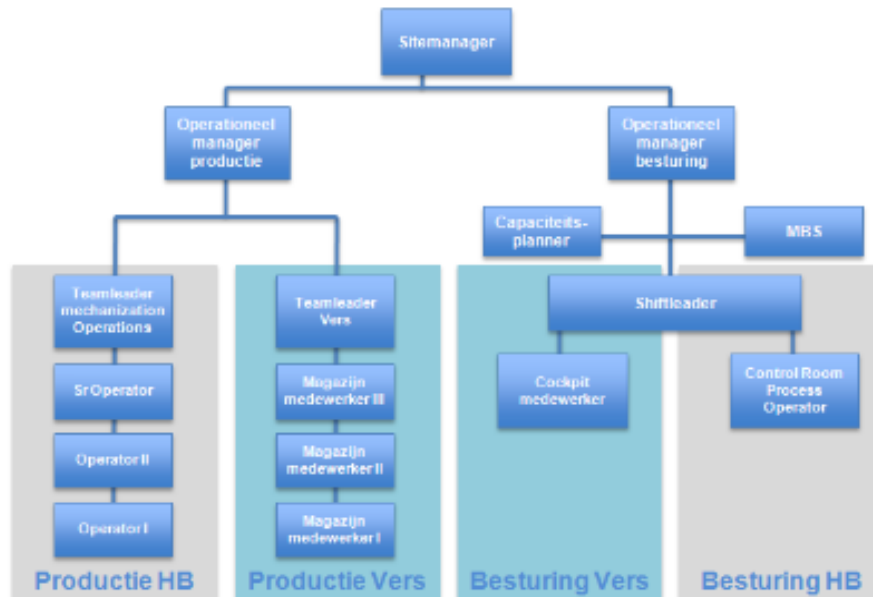
continued

1 Omnichannel growth <p>We will boost our omnichannel growth by investing in our store network and online capabilities – and our scale will help us do this.</p> <p>We will continue to reposition our store brands – including our largest brand, Stop & Shop – to be even more customer-centric and locally differentiated.</p> <p>At the same time, we are investing more in our home delivery capabilities, developing our pick-up points and further leveraging our online brands such as bol.com and Peapod.</p> <p>People are cooking less and want easier, fresher, healthier meal options. We see a great opportunity to keep expanding into meal solutions, focusing on meal kits, food counters and meals-on-demand.</p>	2 Technology <p>Technology will help us improve our customer offering and increase efficiency.</p> <p>We are using technology to make the three billion offers we send out each year more personalized and compelling.</p> <p>When we adjust our assortment using machine learning, our customers find more of the products they want. By simplifying the checkout process and rolling out technology to help customers navigate stores and build shopping lists, we are making shopping easier.</p> <p>We are also making fulfillment more efficient by investing in fully mechanized distribution centers, micro-fulfillment and optimized forecasting and replenishment.</p>	3 Healthy and sustainable <p>Customers and communities across all our markets are looking for ways to eat cleaner, smarter and healthier, and are concerned about the impact of their shopping on people and the environment.</p> <p>Our vision is to be the leading sustainable retailer in our markets by innovating to improve health, drive sustainable consumption and maximize human potential. To meet the increasing demand for healthier diets, we will continue improving the nutritional value of our products and supporting customers in finding healthier options, while accelerating our focus on affordability and personalization.</p> <p>We are committed to creating more circular systems for plastic packaging, and are testing blockchain and other methods to improve transparency about our products. In addition, we will build new, ambitious climate targets to accelerate emission reduction from our operations and supply chain.</p>	4 Portfolio and scale efficiencies <p>We have built a solid platform and the right capabilities to enable us to pursue both organic and inorganic growth.</p> <p>We will continue to evolve our portfolio: building and strengthening our leading market positions, leveraging our scale and expanding our strong local brands, customer reach and geographical presence. We strive for a #1 or #2 position in each market, and will also grow in attractive existing or adjacent markets.</p> <p>Our commitment is to partially self-fund our growth investments and acceleration through our Save for Our Customers cost program. Save for Our Customers is in our DNA, and we believe there are many more efficiencies to go after and to scale across our group.</p>	5 Best talent <p>Our leadership team has the strength and experience to drive our strategy and grow our business even further.</p> <p>And the larger team of more than 372,000 associates are engaged, experienced and passionate about serving customers and communities across all our brands.</p> <p>It is essential we offer them the right opportunities because they make everything we do possible. Our brands will continue to improve their working environment with an engaged, inclusive, balanced and healthy workplace for all associates.</p>
---	---	--	--	---

Appendix 1.2. Archival records

Organizational chart

In the chart below the new organizational structure of the warehouse regarding the planned radical organizational change is described ("Albert Heijn Supply Chain op weg naar de toekomst Functies," 2014).



Description of various new jobs

In a PowerPoint presentation a visual explanation of the new job descriptions was made ("Albert Heijn Supply Chain op weg naar de toekomst Functies," 2014).

Process Operator



Functies



Operator I

Functies



- Procesondersteuning
- Verplaatsingen
- Picken
- Processupport

We zoeken medewerkers die goed kunnen samenwerken en die oog hebben voor de kwaliteit van hun werk.

Operator II

Functies



- Procesondersteuning
- Verplaatsingen
- Picken
- Processupport
- Afhandelen van procesverstoringen
- Fysieke ontvangstcontrole

We zoeken medewerkers die goed kunnen samenwerken en die oog hebben voor de kwaliteit van hun werk.

Sr Operator

Functies



- Afhandelen van procesverstoringen
- Fysieke ontvangstcontrole
- Procesondersteuning
- Verplaatsingen
- Picken
- Processupport
- Procescoördinatie
- Administratieve verwerking ontvangsten en uitleveringen

We zoeken medewerkers met oog voor kwaliteit die op basis van hun eigen oordeel meteen initiatief nemen. Hierin is samenwerken met collega's erg belangrijk

Teamleader

Functies



- Personele bezetting en aansturing
- Leidinggeven aan operators
- Continuous Improvement

We zoeken leidinggevers die affiniteit met een gemechaniseerd DC hebben en die op afstand kunnen leidinggeven. Ze moeten verstand van zaken hebben en voorop willen lopen in deze innovatieve omgeving.

Extensive job description

An extensive job description of all the new jobs was found. The following job descriptions were found:

- Job description Operator I
- Job description Operator II
- Job description Senior Operator
- Job description Process Operator
- Job description Operator Team leader

An example of the job description can be found below :

Functiebeschrijving Sr Operator

Functienaam

Sr Operator

Werkmaatschappij/Afdeling

Albert Heijn (H) Retail Operations/Logistiek

Rapportage(s)/organisogram en organisatiecontext

De Sr Operator rapporteert aan de Teamleider Mechanische.



Binnen het gemechaniseerde DC vindt de fysieke samenstelling en het verpakken plaats van orders voor Albert Heijn winkels. De productiestructuur van levertijden tot schip is volledig systeem gestuurd. Operationele processen binnen het DC zijn daardoor in zeer hoge mate gestandaardiseerd, vaak voorgeprogrammeerd en worden grotendeels uitgevoerd middels mechanische installaties. Voor de invoer, verwerking en uitvoer van producten/ middelen zijn op diverse werkstations in het proces handmatige handelingen vereist. De operators monitoren over de verschillende deelprocessen. De Sr Operator coördineert de werkdag (bevoegdheid, regelen kortpauzes a.d.) van toegewezen medewerkers (gemiddeld 5 medewerkers) binnen een deelproces. De functie 'operator mechaniseerd' wordt onderscheiden op diverse niveaus.

Doel van de functie

Bijdragen aan een optimaal logistiek proces door het verrichten van operationele werkzaamheden, inclusief kwaliteitscontroles en afhandelen van procesverstoringen, het administratief verwerken van ontvangsten en uitgiften en procescoördinatie conform de geldende normen t.a.v. productiviteit en kwaliteit.

Verwachte gegevens

N.v.t.

Kaders en richtlijnen

- Omschreven werkprocessen, werkinstructies en methoden vastgelegd in handboeken

Proefindrukking Brg N Operat
05-08-2017 10:09 Invo:lgene

DBA

1

Functiebeschrijving Sr Operator

- Invoerketting en uitgifte gekoppeld aan gemechaniseerd proces, informatie vanuit systemen/beeldschermen en/of via vaste gestuurde informatie
- Reglementen (bedrijfsreglement, AR&O, veiligheidsvoorschriften en GGP-richtlijnen voor gemechaniseerd)
- Cultuurwaarden Albert Heijn



Functie-eisen

- Opleidingsniveau: MBO werk en deelniveau II
- Specifieke opleiding: basis bedrijfsopleiding
- Proefindruk: kennis van handelingen/ activiteiten in toegewezen deelprocessen.

Resultaatgebieden

<p>Resultaatgebied 1: Procescoördinatie</p> <p>Resultaat: Coördineren van de operationele afwerking van de toegewezen deelprocessen.</p> <p>Werkzaamheden:</p> <ul style="list-style-type: none"> • Procedures en werkinstructies (zodanig dat het proces veilig en tijdig voortgang heeft) • Conform productienormen • Effectieve afhandeling operationele verstoringen. <p>Activiteiten:</p> <ul style="list-style-type: none"> • Ontvangen en geven van aanwijzingen aan chauffeurs om inbound o.p. outbound proces correct en ongestoord te laten verlopen • Zorgen voor prioriteiten in de afwerking van het werk en toewijzen van werkzaamheden aan operators • Onderzoeken van procesverstoringen en binnen mogelijkheden oplossingen daarvoor; tijdig escaleren van procesverstoringen aan control room • Invoeren van input bij de uitvoering van procesveranderingen en de implementatie daarvan in het operationeel proces, overdragen van gewijzigde instructies, werkinstructies aan operators
--

<p>Resultaatgebied 2: Administratieve verwerking ontvangsten en uitgiften</p> <p>Resultaat: Ontvangsten en uitgiften zijn administratief correct verwerkt in systemen en documenten</p> <p>Werkzaamheden:</p> <ul style="list-style-type: none"> • Procedures en werkinstructies (zodanig dat het proces veilig en tijdig voortgang heeft) • Conform productienormen • Alert en omvang van acties in het proces, systemen geconstateerde fouten. <p>Activiteiten:</p> <ul style="list-style-type: none"> • Administratief controleren van ontvangsten a.d.h.v. ontvangstgegevens in het systeem, evt. toewijzen van orderstructuren, en regelen van behelzige ontvangstgegevens • Administratief afhandelen van uitgiften op basis van controles, invoeren van behelzige gegevens, uitprinten van transportdocumenten.

<p>Resultaatgebied 3: Afhandelen van procesverstoringen</p> <p>Resultaat: Door het systeem gemelde verstoringen zijn op een juiste manier en volgens de geldende werkwijze opgelost.</p>
--

Proefindrukking Brg N Operat
05-08-2017 10:09 Invo:lgene

DBA

2

(Operator, 2017)

Appendix 1.3. Digital materials

Webpages

The following articles about the planned radical organization change were found are various websites.

Title	Organization	Date	Reference
Wij mochten kijken in het hypermoderne distributiecentrum van Albert Heijn, dat in 2019 opent – bijna alles gebeurt door robots, behalve dit ene ding	Business insider	28-11-2018	(Marlisa, 2018)
Uitzendkrachten de klos na opening van nieuw AH-distributiecentrum	Zaanstad.nl	19-11-2018	(Uitzendkrachten de klos na opening van nieuw AH distributie centrum, 2018)
Albert Heijn zet in Zaandam het distributiecentrum van de toekomst neer	TransportOnline.nl	19-11-2018	(Alberte Heijn zet distributie centrum van de toekomst neer, 2018)
28 robots en 260 shuttles in nieuwe dc Albert Heijn	Warehouse totaal	16-11-2018	(28 robots en 260 shuttles in nieuwe dc Albert Heijn, 2018)
Albert Heijn imponeert met gemechaniseerd distributiecentrum	AGF.nl	16-11-2018	(Albert Heijn imponeert met gemechaniseerd distributie centrum, 2018)
Albert Heijn zet in Zaandam het distributie centrum van de toekomst neer	Ah.nl	16-11-2018	(Albert Heijn zet in Zaandam het distributie centrum van de toekomst neer, 2018)
Albert Heijn imponeert met gemechaniseerd distributiecentrum	Logistiek.nl	15-11-2018	(Albert Heijn imponeert met gemechaniseerd distributiecentrum, 2018)
RDC Albert Heijn Zaandam	Stedenbouw	07-11-2018	(Verschuure, 2016)
Facebook ondernemingsraad Albert Heijn : Mechanisatie in het vernieuwde DC Zaandam	Ondernemingsraad Albert Heijn	01-11-2018	(Mechanisatie in het vernieuwde DC Zaandam, 2018)
Gemechaniseerd dc van Albert Heijn vraagt om accurate productdata	GS1 Nederland	26-07-2018	(Gemechaniseerd dc van Albert Heijn vraagt om accurate productdata, 2018)

AH opent gemechaniseerd DC – meer capaciteit om te groeien	Levensmiddelenkrant	June 2018	(AH opent gemechaniseerd DC-meer capaciteit om te groeien, 2018)
6.380 zonnepanelen en 4 BREEAM-sterren voor nieuw distributiecentrum Albert Heijn	Solarmagazine	16-02-2018	(6.380 zonnepanelen en 4 BREEAM-sterren voor nieuw distributiecentrum Albert Heijn, 2018)
Van de oude naar de nieuwe wereld: met robots, maar zonder heftrucks	Nrc.nl	04-10-2016	(Van de oude naar de nieuwe wereld : met robots, maar zonder heftrucks, 2016)
Albert Heijn start met bouw nieuw distributiecentrum	RetailDetail.nl	22-04-2016	(Albert Heijn start met bouw nieuw distributiecentrum, 2016)
Albert Heijn investeert in distributie centrum van de toekomst	Marketing tribune	05-06-2014	(Albert Heijn investeert in 'distributiecentrum van de toekomst', 2014)
Albert Heijn kiest voor VanderLande	NPMCaptial	05-06-2014	(Albert Heijn kiest voor VanderLande, 2014)
Albert Heijn automatiseert distributie: minder werk voor uitzendkrachten	Algemeen Dagblad	02-05-2014	(Albert Heijn automatiseert distributie : minder werk voor uitzendkracht, 2014)

Videos

1. Albert Heijn zet in Zaandam het distributie centrum van de toekomst neer



Zaandam, 16 november 2018

Albert Heijn zet in Zaandam het distributiecentrum van de toekomst neer

Albert Heijn zet in Zaandam het distributiecentrum van de toekomst neer. In dit nieuwe, gemechaniseerde distributiecentrum wordt vrijwel het complete assortiment houdbare producten vanaf ontvangst tot laden gemechaniseerd verwerkt. Met het nieuwe distributiecentrum speelt Albert Heijn in

(Albert Heijn zet in Zaandam het distributie centrum van de toekomst neer, 2018)

Video 2 : Albert Heijn open state of the art distribute centrum

Video: nieuwe geautomatiseerde distributiecentrum Albert Heijn



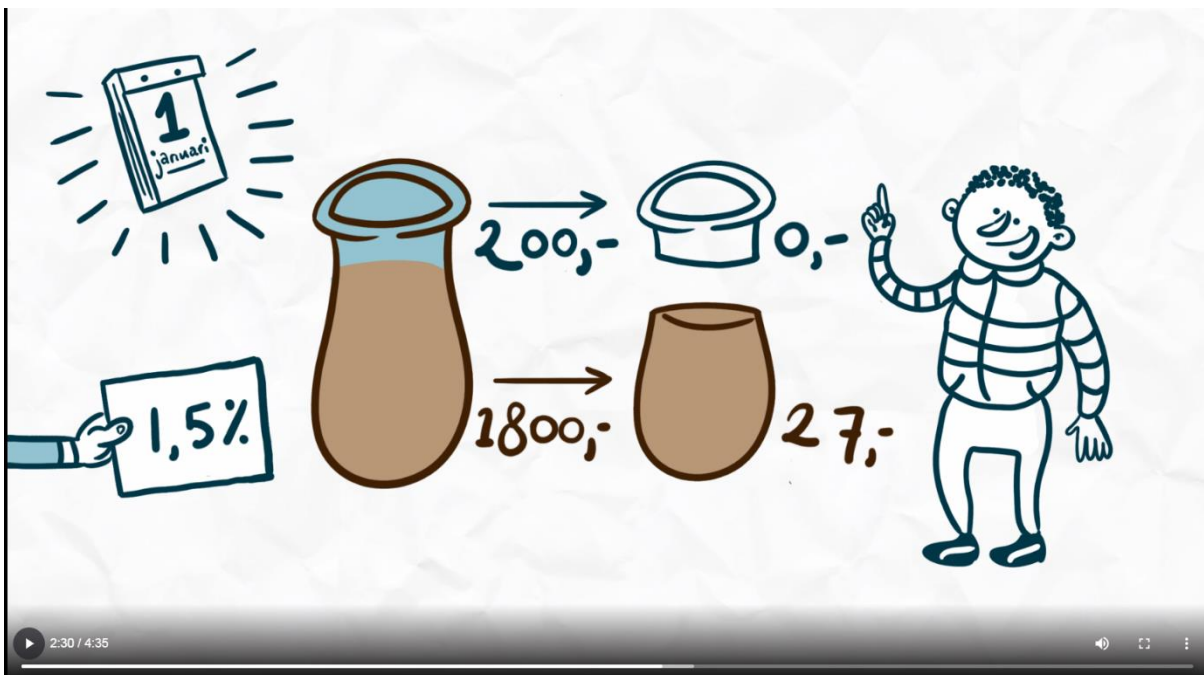
(Nieuw geautomatiseerd distributie centrum Albert Heijn, 2018)



(Drone-film gemechaniseerd distributiecentrum Albert Heijn Zaandam, 2016)



(AH's nieuwe, geautomatiseerde DC, 2018)



(Video explanation : agreement labor unions, 2017)

Appendix 1.4. Physical artefacts

Signs

A sign was designed to display on the TV screens in the warehouse. The sign shows a count down until the completion of the implementation of the planned radical organizational change.

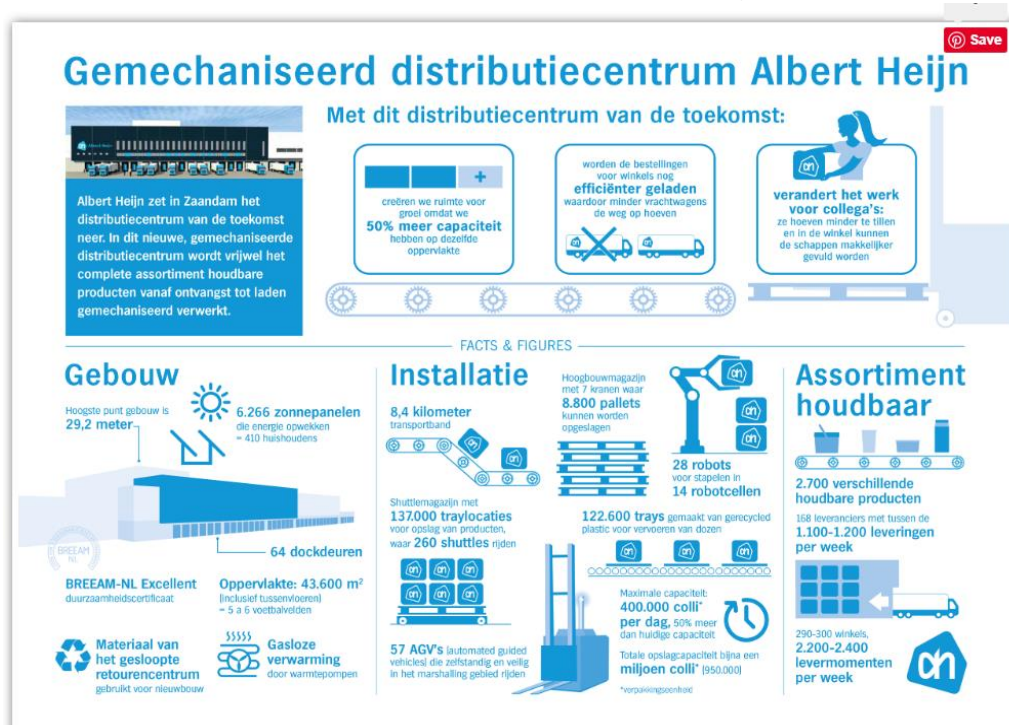


Hoever zijn we met de uitrol van mechanisatie?



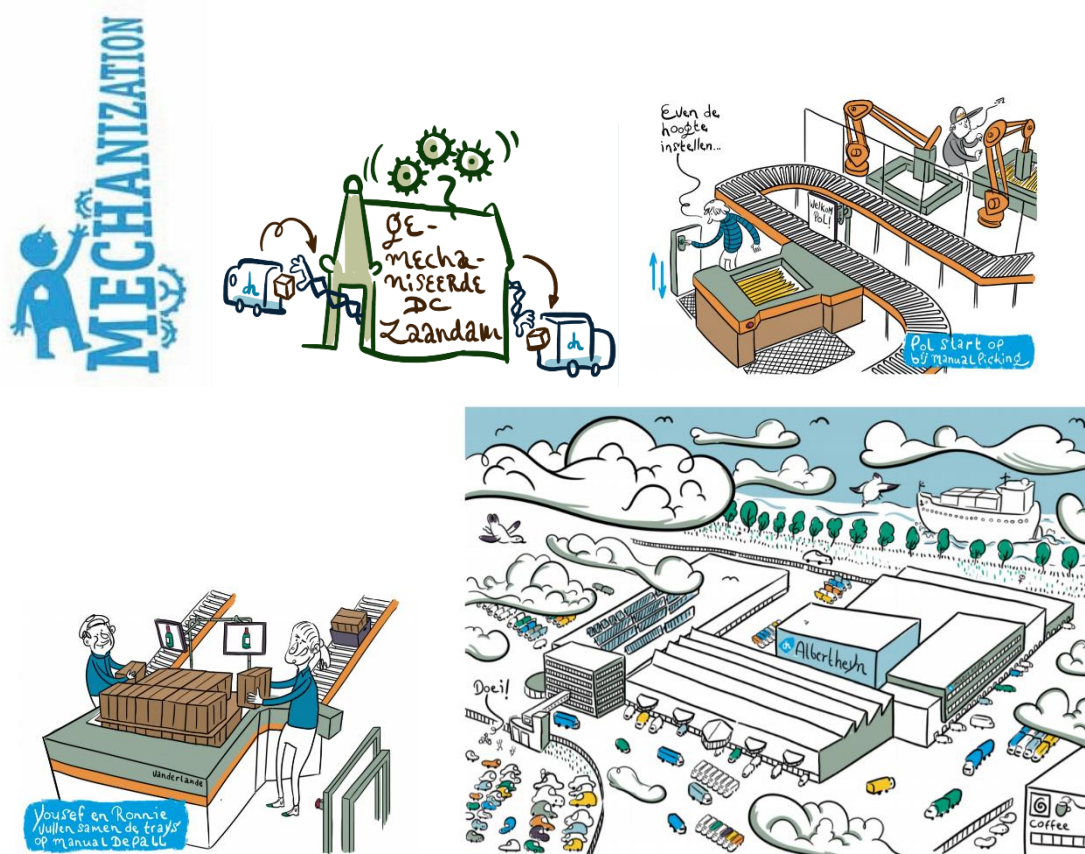
Infographic

An infographic was made to visualize the planned radical organizational change (Albert Heijn zet in Zaandam het distributie centrum van de toekomst neer, 2018).



Logo and illustrations

A logo was designed especially for the planned radical organizational change. All communication pieces about the planned radical organizational change were accompanied with this logo. Besides the logo various illustrations were designed and used in communication expressions such as below.



DCM'tje and TV screens

Every week an internal newsletter is issued. This newsletter is made by the management assistant of the warehouse, using content provided by employees and middle managers. It is called the "DCM'tje". A summary of the information of the DCM'tje is placed on the TV screens in the warehouse.



DCM'etje – week 33 2019

een wekelijkse update, gewoon lekker ouderwets op papier



Status Fase C

Hoi allemaal

Ik wil graag beginnen met een compliment voor alle medewerkers van Van der Lande en Albert Heijn die werkzaam zijn in de gemechaniseerde houdbaar hal. Voor ieders inzet en flexibiliteit tijdens de afgelopen spannende, en soms ook stressvolle, weken. Als ik zie hoe jullie dit allemaal hebben opgepakt en bereid zijn om elkaar te helpen en te ondersteunen geeft mij dat in ieder geval veel vertrouwen en een trots gevoel dat we met zijn allen door deze uitdagende weken zijn gekomen.

Sinds week 32 is het gehele houdbaar assortiment beschikbaar in het gemechaniseerde DC. Hierdoor hoeven chauffeurs bij uitgaande ritten die naar de filialen gaan niet meer bij de "oude" houdbaar hal aan te docken.

Met elkaar leren we elke dag heel veel en hierdoor zijn we in staat om sneller te reageren bij verstoringen, of omdat er een situatie is die prioriteit heeft, voorrang te geven. Daarnaast zijn we heel veel collega's aan het opleiden voor alle taken zodat iedere dienst straks voldoende kwaliteit heeft om alle werkzaamheden goed uit te voeren en het proces te managen.

Inbound

We ervaren dat een groot aantal leveranciers hun goederen op de juiste manier komen aanleveren en dat er ook nog een aantal leveranciers zijn die er voor zorgen dat we nog veel verstoringen ondervinden met het ontvangen van de pallets. Een voorbeeld is dat de leverancier pallets voor de nieuwe en de oude hal door elkaar in 1 levering heeft zitten, waardoor er heel veel uitzoekwerk is. Ook zijn nog niet alle verpakkingen voldoende bestendig zijn voor het gemechaniseerde DC. Helaas zijn hier ook een aantal artikelen bij die van Albert Heijn zelf zijn, o.a. een aantal basic artikelen.

We proberen samen met medewerkers van ontvangst, RE en besturingsupport feedback te verzamelen zodat dit kan worden teruggekoppeld. Samen gaan we ons beste beentje voort zetten om er voor te zorgen dat we medio september verder kunnen opschalen met het aantal winkels vanuit de gemechaniseerde houdbaar hal.

Rene Kriger



Deze week in het DCM'etje

In deze editie:

- Status Fase C
- Even voorstellen; Guido
- Openstaande vacature

Eind 2018 verscheen het eerste DCM'etje. Sindsdien houden we je wekelijks op de hoogte van allerlei onderwerpen die te maken hebben met mechanisatie, altijd in combinatie met de thema's: flexibiliteit, samen, openheid en feedback.

Heb je een idee voor de volgende editie? Of een vraag naar aanleiding van deze update? Laat het mij gerust weten!

Veel leesplezier!

Groot,

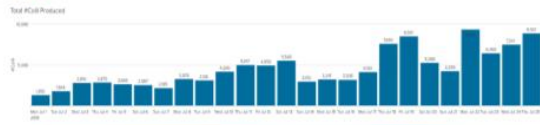
namens het management team,

Jeanne Sas – site manager



Opschalen

Zie hieronder het #colli wat we sinds de start van Fase C doen met 20 winkels. Het opschalen in assortiment en de piek van maandag 22 Juli is duidelijk terug te zien. Na elke opschaling gaan we eerst proberen om stabiel en constant te draaien zodat we met vertrouwen en zekerheid de volgende stap kunnen zetten naar een grotere opschaling.



Even voorstellen..

Sinds 2016 werk ik op het DC en vanaf begin dit jaar als teamleider op de vrijdagochtend Houdbaar. De afgelopen weken heb ik meegedraaid bij DCM. Het meedraaien is leuk, want ik ben Logistics Engineering gestudeerd. Logistiek en distributie vind ik erg interessant en daarom kijk ik met veel plezier uit naar de komende periode en de volgende fase van DCM! Ik ben ervan overtuigd dat we er met elkaar een succes van gaan maken.

Al sinds een jaar of 15 hockey ik bij De Kraaien en fitness ik een paar keer in de week. Daarnaast ben ik gek op Chivres en goed eten. In het weekend ben ik vaak te vinden op dance festivals en bij voetbal- of hockeywedstrijden.

Groet, Guido



Plaatsingsproces – Openstaande positie

Momenteel staat onderstaande positie van FT Senior Operator voor DCM op de borden;

We vragen

We zoeken Fulltime Senior operators die in een drukke omgeving makkelijk keuzes maken en het overzicht bewaren en die het daarnaast leuk vindt om problemen te analyseren en op te lossen. Hiervoor vragen wij werk en denkvragen op MBO3-niveau, aangevuld met een goed inzicht in de operationele productieprocessen en onderlinge samenhang met andere processen binnen het DC. Je bent bereid om in een DNA-rooster de dag, avond en nacht te werken.

Solicitaties voorzien van korte motivatie (max. 20 regels) uiterlijk 1 september richten aan: Sanne van Randeraat o.v.v. Senior Operator Per e-mail: sanne.van.randeraat@ah.nl



Zaandam DCM'etje wk14 - 2019

Even voorstellen..

Mijn naam is Ricky Baidjnath Panday en ik ben 47 jaar jong. Ik werk bijna 11 jaar in DC zaandam en heb er heel veel zin in om aan de slag te gaan als senior operator.



Parttime plaatsingsproces

Het zijn spannende weken voor de parttime teamleiders en process control room operators.

Zij zijn druk bezig met het maken van de testen en komende weken krijgen zij te horen wie er naar mechanisatie gaan.

Samen komen we verder

GOM heeft een training gehad van vanderLande. Zij hebben geleerd hoe zij veilig de machines schoon kunnen maken bij DCM. GOM heeft de training als zeer leerzaam en nuttig ervaren. Zij kijken er naar uit om samen met Albert Heijn en vanderLande aan de slag te gaan.



Appendix 2: Table of registration semi-structured interviews

Conversation	Date	Warehouse	Minutes
Conversation 1	17/04/2019	Employee Dry Groceries	14 minutes
Conversation 2	17/04/2019	Employee Dry Groceries	16 minutes
Conversation 3	17/04/2019	Employee Fresh Groceries	27 minutes
Conversation 4	17/04/2019	Employee Dry Groceries	14 minutes
Conversation 5	18/04/2019	Employee Fresh Groceries	7 minutes
Conversation 6	18/04/2019	Employee Dry Groceries	21 minutes
Conversation 7	18/04/2019	Employee Fresh Groceries	20 minutes
Conversation 8	24/04/2019	Employee Fresh Groceries	34 minutes
Conversation 9	24/04/2019	Employee Fresh Groceries	7 minutes
Conversation 10	24/04/2019	Employee Dry Groceries	13 minutes
Conversation 11	25/04/2019	Employee Dry Groceries	19 minutes
Conversation 12	25/04/2019	Employee Dry Groceries	14 minutes
Conversation 13	17/05/2019	Employee Fresh Groceries	22 minutes
Conversation 14	17/05/2019	Employee Fresh Groceries	27 minutes
Conversation 15	17/05/2019	Employee Fresh Groceries	15 minutes
Conversation 16	17/05/2019	Employee Dry Groceries	10 minutes
Conversation 17	20/05/2019	Employee Fresh Groceries	29 minutes
Conversation 18	20/05/2019	Employee Dry Groceries	15 minutes
Conversation 19	20/05/2019	Employee Dry Groceries	25 minutes
Conversation 20	20/05/2019	Employee Dry Groceries	23 minutes

Appendix 3: Interview schedule semi-structured interviews

Opening

- a. Bedanken voor deelname aan interview
- b. Uitleg geven over de studie duur, studie richting & proces van afstuderen van de onderzoeker
- c. Anonimiteit : alle gesprekken worden anoniem verwerkt
- d. Vertrouwelijk : op verzoek van de organisatie word het verslag als vertrouwelijk behandeld door de opleidingen instituut
- e. Opname : er word een opname van het gesprek gemaakt. Zijn hier bezwaren tegen?
- f. Vrijwilligheid : controleren of de deelnemer vrijwillig aan het gesprek deelt neemt en geen druk ervaart om deel te nemen
- g. Alle antwoorden zijn goed : er bestaan geen goede of foute antwoorden, alle antwoorden zijn namelijk goed omdat het gaat om hoe jij dit als medewerker beleefd en onthouden hebt.

Onderzoek aanleiding

Als onderzoeker wil ik graag onderzoek doen naar het proces van “betekenis geven” in “geplande radicale organisatie veranderingen” zoals Mechanisatie. Als ik als onderzoeker kan leren wat er in het proces van betekenis geven door het middenkader en MT team goed is gedaan en misschien beter had gekund zijn dat waardevolle inzichten voor alle grote veranderingen die komen gaan.

Thema's

- Informatie voorziening
- Hoe ben jij over mechanisatie geïnformeerd?
- Welke wijze vind je prettig?
- Waarom is dit prettig of onprettig?

- Benodigde informatie om tot een voorkeur te komen
- Hoe heb jij je keuze gemaakt voor Vers of DCM?
- Welke informatie was belangrijk voor jou om een keuze te kunnen maken?

- Betekenis
- Wat betekent mechanisatie voor jou?
- Hoe kijk jij naar de aanstaande verandering?

- Rol middenkader
- Hoe kijk jij naar de rol van middenkader in de afgelopen tijd aangaande mechanisatie?
- Wat had jij graag anders willen zien?

- Rol Top management team
- Hoe kijk jij naar de rol van middenkader in de afgelopen tijd aangaande mechanisatie?
- Wat had jij graag anders willen zien?

- Reflectie
- In aanloop naar Mechanisatie : wat had volgens jou beter gekund?

Afsluiting

- Zijn er zaken die jij toe zou willen voegen?
- Bedankt voor jouw deelname en hulp aan mijn onderzoek!
- Zodra ik afgestuurd bent laat ik het weten

Appendix 4: Interview schedule group conversation

Opening

- a. Bedanken voor deelname aan het groepsgesprek
- b. Uitleg geven over de studie duur, studie richting & proces van afstuderen van de onderzoeker
- c. Anonimiteit : alle gesprekken worden anoniem verwerkt
- d. Vertrouwelijk : op verzoek van de organisatie word het verslag als vertrouwelijk behandeld door de opleidingen instituut
- e. Vrijwilligheid : controleren of de deelnemer vrijwillig deelt neemt aan het groepsgesprek en geen druk ervaart om deel te nemen
- f. Alle antwoorden zijn goed : er bestaan geen goede of foute antwoorden, alle antwoorden zijn namelijk goed omdat het gaat om hoe jij dit als medewerker beleefd en onthouden hebt.

Onderzoek aanleiding

Als onderzoeker wil ik graag onderzoek doen naar het proces van “betekenis geven” in “geplande radicale organisatie veranderingen” zoals Mechanisatie. Als ik als onderzoek kan leren wat er in het proces van betekenis geven door het middenkader en MT team goed is gedaan en misschien beter had gekund zijn dat waardevolle inzichten voor alle grote veranderingen die komen gaan.

Te bespreken thema : voortgang ramp-up DC Mechanisatie

Hieronder vinden jullie een schema van hoe de planning van de ramp-up zal verlopen. Ik wil graag beginnen met uitleggen welke stappen de verschillende fases inhouden. Hierna wil ik graag stil staan bij welke vragen jullie hebben ten aanzien van de verandering in deze fase

Afsluiting

- Zijn er zaken die jij toe zou willen voegen?
- Bedankt voor jouw deelname en hulp aan mijn onderzoek!
- Zodra ik afgestuurd bent laat ik het weten

Appendix 5: Table of registration group discussions

Date	Number of employees	Warehouse
20 june2019	14	Employee Dry Groceries
21 june2019	11	Employee Dry Groceries
24 june2019	8	Employee Fresh Groceries
25 june2019	16	Employee Fresh Groceries
27 june2019	10	Employee Dry Groceries
28 june2019	6	Employee Fresh Groceries
1 july 2019	11	Employee Dry Groceries
2 july2019	9	Employee Fresh Groceries
4 july2019	12	Employee Dry Groceries
5 july2019	14	Employee Dry Groceries
8 july2019	11	Employee Fresh Groceries
9 july 2019	8	Employee Fresh Groceries
11 july 2019	6	Employee Dry Groceries
12 july 2019	14	Employee Dry Groceries
16 july 2019	9	Employee Dry Groceries
23 july2019	11	Employee Dry Groceries
Total group conversations: 16	Total employees: 170	

Appendix 6: My reflection on performing research

I have really enjoyed my two years of study at the Erasmus University. I was born and raised in South Africa, and I had first followed an HBO study in tourism, where I thought I would find my professional passion. My South African roots were the reason that I chose to write my thesis in English. I still find myself thinking, and more often writing, feelings in English instead of Dutch. Eleven years after completing my studies in tourism, I now know that my professional passion lies in understanding how to truly connect, understand and communicate with others through interaction.

I remember one of the classes in the second semester of the Change Management master's course. It was about sensemaking and sensegiving. I was excited to realize that this was a real phenomenon, and that there had even been scientific research performed about it. Until then I had been convinced that it only had to do with intuition and a certain amount of good luck. During Christmas 2018 I realized the choice I had made to study Strategic Management had been the wrong choice; I really wanted to learn more about the interactions between employees and managers, and I wanted to write a thesis about sensemaking. And so, I switched to Change Management.

When beginning the thesis, I encountered my first obstacle: reading the literature. There was so much to read, and to me it all seemed connected. I now understand the valuable tips that everyone gave us during the previous year and a half: to make sure that your scope is not too narrow or wide and to be able to answer the famous question "but what exactly are you going to investigate?" After growing confusion, I made the choice to make do with a limited literature review and start collecting data. This also fits into my own learning objectives, I'm afraid. I love to see things in practice and in interaction, and I find it difficult to fully comprehend phenomena from articles alone.

The archival data collection, semi-structured interviews and group conversations were fun and very valuable. It was interesting to see phenomena arise during the conversations. I read one of the papers of Gioia et al. and recognized the following quote: "*We follow wherever the informants lead us in the investigation of our guiding research question*" (Gioia et al., 2012, p. 20). My research question did indeed change a few times.

The biggest lesson I learned during the past seven months probably wasn't something I found in the analysis of the data, but was in the moment, as described in the chapter findings. I learned a lot from a moment of interaction with a colleague who took the time and effort to prepare for his conversation with me. I hope to cherish the insights from that moment of interaction for the years to come as a manager. It is so important to find out what a moment of interaction means for the other person in relation to yourself.

Then the transcribing and coding began. This was both exciting and totally frustrating. It was exciting because I began to see new things that I had not seen so clearly during the conversations. But it was so much work, and eventually I had more than 300 unique codes and 37 groups. "*You gotta get lost before you can get found*" (Gioia et al., 2012, p. 21). I imagine that when performing research again I would learn to make more organized choices during this phase. I got lost. When trying to make first and second order themes and aggregate dimensions I learned that the names I used sometimes had the same meaning or a nuance, so I had to review all the quotes again.

After formulating first and second order themes and aggregate dimensions I had an appointment with my coach, and she gave me the insights that I used for levels of analysis (employees and middle managers). This part of research produced a lot of findings, but too many for the thesis I wanted to write. So, I made the choice to continue from the employees' point of view, because I was really interested in how they reacted, but also because I was one of the managers in the research context. Once this became clear, I enjoyed writing up the data findings and gathering the quotes. I was again confronted with my own learning objectives. During the whole process I found it difficult to choose a position and write from there; I continued looking at the study from various angles and nuances. So,

writing convincing discussions and conclusions was a challenge. I learned that I am afraid of being blunt or incomplete, but that by doing so I was writing inconclusively.

After receiving feedback, I realized why I felt a little stuck with the first and second order themes and aggregate dimensions. In fact, I was completely stuck because I had restricted myself to writing only about what I had found in the data without integrating my own interpretation, and I was trying to plot the findings from the data into the existing literature. This made the findings and results feel detached and slightly far-fetched, because I was trying to plot them into the first and second order themes and aggregate dimensions. I had presented the data as a summary and not as a narrative with my own interpretations. So, back to writing and re-writing. At this point I learned, again, to follow my intuition. When writing I realized that I felt uncomfortable for the first time. So, it is important to take time when writing, to identify what you think and not to push thoughts away. Instead, write them down and explore why they emerge. Writing the results and conclusion the second time around was more fun. But it was also slightly scarier, because questions arose again: "Am I interpreting this right?" or "Is this really what I mean to say?" During this process I was making a road trip tour of New England. I remember how during one of the drives I could suddenly envision the model that I had produced. It is interesting to learn, again, how important it is to take time to reflect on the insights you gain, because interpreting does indeed require time and distance from what you are studying. This is something I think I forced too much in the initial phases of my thesis.

I am glad to be reaching the end of the thesis period. I have loved the time spent studying and hope to maintain a connection with the Erasmus University in the future. I have also developed an interest in reading articles (as long as I do not have to summarize them). I would especially like to thank Mariette for her patience, laughs, insights, and above all her ability not to judge when there was radio silence from my side or when I was struggling with my learning objectives. This in addition to her encouragement that I should include more of my own color in my findings. I have also gained a lot of new insights into my learning objectives, regarding the importance I feel towards nuance in general. But the biggest lesson was the one that I described earlier: the value of feeling what sensemaking and meaning is, and that it always differs from moment to moment and person to person!

Appendix 7: Quotes per example, categories and themes

Number	Interview	Dutch quote	English translation	Example	Category	Theme
1	D7	Ik werk geen nachtdienst En zo was er ook, waar ik dan niet voor kon gaan, omdat ik geen nachtdiensten had, dat is die operator. Ik wilde graag weten wat het rooster zou worden om een keuze te maken"	I don't work night shifts. En there was a job which I can't apply to because I don't work nights shifts, that is the job of operator. I really wanted to know what the time schedule would be to make a choice.	Schedule	Information need about the content of the new job	Information need about the PROC
2	Group conversations	<ul style="list-style-type: none"> • Zijn de diensten van de PO al bekend voor DCM? Per dienst? • Hoeveel plekken zijn er voor medewerkers in de nacht bij DCM? • Moet de hele site DNA diensten gaan lopen en wat worden dan de tijden van het rooster? • Blijven de tijden van de diensten hetzelfde bij DCM? Als ik naar DCM ga, kan ik dan op vers extra werken & andersom? • Is het mogelijk om in een andere dienst terecht te komen? Houd ik bij DCM mijn avonddiensten, bijvoorbeeld 1 keer in de 9 weken? • Wat voor soort mensen mogen naar DCM, betreft rooster, etc. • Houd je hetzelfde rooster als je naar vers gaat?. • Als je zaterdag frequentie hebt, mag je dan zondag nacht starten of maandag nacht? • Moet of mag je bij DCM op zaterdag werken? • Welke mogelijkheden zijn er qua rooster? Zou je met je huidige rooster over kunnen gaan naar mechanisatie? • Als je uit de nacht gaat en je werkt bij DCM, ga je dan naar vers? • Tot wanneer is de dag raar bij DCM? • Je moet wel nachtdienst draaien als je Process Operator bent? 	<ul style="list-style-type: none"> • Are the PO services already known to DCM? Per shift? • How many places are there for employees at nightshift at DCM? • Should the entire site be running DNA services and what will the times of the roster be? • Will the shift times stay the same at DCM? If I go to DCM, can I work extra on fresh & vice versa? • Is it possible to end up in another shift? Do I keep my evening shifts at DCM, for example, once every 9 weeks? • What kind of people are allowed to go to DCM, regards timetable, etc. • Do you keep the same schedule when you go Fresh? • If you have a Saturday frequency in your schedule, can you start Sunday night or Monday night? • Do you have to work at DCM on Saturdays? • What options are there in terms of schedule? Could you switch to mechanization with your current timetable? • If you go out of the night and work at DCM, are you going to fresh? • Until when is the day late shift at DCM? • Do you have to work night shift if you are a Process Operator? 			
3	D 18	De temperatuur, en bij die mechanisatie sta je schijnt gewoon...de hele dag sta je op je benen.Ik heb gehoord dat je veel beweegt en afwisseling hebt in taken. Ik weet alleen niet precies hoe die taken eruit zien. Dat vind ik wel belangrijk, want vers ken ik al	The temperature, and at Mechanization, it is said that...during the entire day you are working and standing. I have heard that there is variety in tasks. I actually don't know exactly what the tasks consist of. That is important for me, because I already know the fresh department	Task content		
4	D5	Omdat heel veel over wordt overgenomen door computers. Het was een beetje eentonig werk dacht ik. Daarom wil ik graag weten wat alle taken worden. Maar meestal moet ik eerst iets doen voordat ik ook echt weet hoe het zit.	A lot will be done by computers. I thought that it would be a little bit monotone or boring work. That is why I want to know what all the task are going to be. But often I have to do something before I know how it really is.			
5	D2	Ja, en dat is nog steeds gaande eigenlijk nu en vooral nu, met dat gaan proberen. Dus ik heb eigenlijk voor mezelf 90% gezegd ik ga die kant op, het is nu nieuw en dan kan je alles meemaken dus dat sowieso. Alleen er zijn mensen, ik ook, wel graag Dan mag je	Yes, and that is still going on now and especially now, hen you can go and experience it. So I actually said for myself 90% I am going that way, it is a new situation and then you can experience everything, anyway. Only there are people,			

		<p>6één taak doen en als jij zegt dit is het dan ga ik meteen weg natuurlijk. Gelukkig is dat het niet want er zijn heel veel dingen dat leer je nu wel. Maar stel dat je bijvoorbeeld de hele dag alleen maar containers aan het invoeren was, ik noem maar wat, dat mag zelfs niet eens sommige taken geloof ik</p>	<p>including me, who don't like to do only one task and if you say this is it then I will of course leave immediately. Fortunately, that isn't the case there are many things that you learn now. But suppose, for example, you were only be feeding in containers all day long, as example, that is not allowed for some tasks I believe</p>			
6	D17	<p>Nou, eigenlijk dit soort informatie die veroorzaakte dat ik op een gegeven moment begrijp ik dat het niet voor mij is, was eigenlijk hoe dit werk gaat in de praktijk eruit zien? Dat het meer op zogenoemde Amerikaanse manier wordt gedaan, dat werkplekken versimpelen worden. Dat mensen die daar gaan werken eigenlijk eenvoudiger mogen zijn, enzovoort, enzovoort. Dat er minder van ons wordt verwacht qua enzovoort en zorgt dat ze werkplekken gewoon gestandaardiseerd gemaakt worden en klaar en daar moeten wij alleen maar die werkplek bedienen.</p>	<p>Well, actually this kind of information that caused me to understand at some point that it is not for me, was actually what this work is going to look like in practice? That it is done more in the so-called American way, that workplaces are simplified. That people who go to work there may actually be simpler, and so on and so forth. That less is expected from us in terms of and so on and that they make workplaces just standardized and ready and we just have to serve that workplace.</p>			
7	D20	<p>Binding met mensen en ik denk dat dat straks minder wordt met mechanisatie. Ik denk dat je meer, natuurlijk kijk je hoe mensen hun werk doen, maar het werk wordt eentonig denk ik dan als ik het zie, want de proces operators die weten wat ze moeten doen. Zij hebben gewoon de eigen touwtjes in handen. En je hebt mensen die andere gedeelten doen en die zijn afhankelijk van een machine, dus daar wordt niet aan te vertellen of te verbeteren in de mensen zelf.</p>	<p>Bonding with people I think that will soon be less with mechanization. I think you are more, of course you watch how people do their work, but the work becomes monotonous then I think when I see it, because the process operators who know what they have to do. They just have their own strings/ responsibilities. And you have people who do other parts and they depend on a machine, so that cannot be said or improved in the people themselves.</p>			
8	D20	<p>Ja. Mijn leidinggevende toen zei tegen mij: als er een probleem komt, dan ga je het probleem analyseren met een werkgroep en toen kreeg ik kippenvel en toen dacht ik: mijn keuze is gemaakt. Heel simpel. Dat is niks voor mij. Dat is echt niks voor mij.</p>	<p>Yes. My supervisor then said to me: if there is a problem, then you analyze the problem with a working group and then I got goose bumps and then I thought: my choice was made. Very simple. That's not for me. That is really not for me.</p>			
9	D8	<p>Bang om fouten te maken. Vooral als je natuurlijk de eerste keer een stuk van je computergedreven ding krijgt, die doet iets, zo snel, en als je onervaren bent, dan moet je zeggen, doe het nou nog eens een keertje voor? Maar dan even langzamer en dan doet ie het op zijn stukje langzamer, maar dat is nog snel. Dat is spannend. Dan denk je van nou, wat zal die man wel niet van me denken. Van ik snap er helemaal geen reet van, maar ik denk daarin dat stukje training ongelooflijk goed doet.</p>	<p>Afraid of making mistakes. Especially for the first time when you get task at a piece of the computer driven machine. It does something so fast, and if you are unexperienced, then you must ask, would you repeat that for me again. Even when it is done slower, it is still fast. That is a bit scary. Then you think to yourself, what does that man think about me. I don't understand anything about it, but I think that a bit of training is very important.</p>	Speed at which tasks must be performed	Information about the suitability of the job	
10	D14	<p>Ja, klopt, kijk,.. voor mij in eerste instantie, maar spreek ik alleen voor mijzelf zeg maar, ja, verandering ja, weet je tegenwoordig mechanisatie dan betekent je moet gewoon heel capaciteit hebben zeg maar. Talen. Engelse taal ook, want je ziet alle apparaten die zijn allemaal... die knopjes zijn allemaal... Engels, dus geen Frans. Spreekt Frans maar toch Engels... Dat zijn, waren gewoon die punten die ik denk: ah... wil ik gewoon naar mechanisatie, ja, maar twijfel toen dacht ik... Toen deed ik die eerste gesprek met Antoin, ja dat was goed gemotiveerd, hij zegt: ja, dat gaat om je keuze, je mag zelf kiezen. Toen dacht ik oké is prima, dus blijf ik bij Vers, vind ik was gezellig daar, nog steeds. 19 jaar zonder probleem, dus perfect.</p>	<p>Ja, that is right, look, ..for me at first Mechanization was my first choice. But that is only speaking for me, yeah, but the change, yes. You know, nowadays Mechanization means that you have to be very capable, you see. Languages. The English language as well. Because you see all the machines, they are all.. all the buttons are English. Not French. I speak French but no English. Those were the points....I really wanted to go to Mechanization, but then I started doubting myself. Then I spoke to Antoine, that was very well motivated, and he said : it's up to you. You're allowed to choose. Then I thought okay, that's fine. I'm going to stay at the fresh department. It's sociable there, still. 19 years without problems, so perfect</p>	Language needed		

11	D14	<p>Want dat zeg ik voor mijzelf was ik niet voor mechanisatie, maar was ik... de taal was een soort blok zeg maar. Maar je kan gewoon verder in het land spreken, maar op het werk is het heel anders. Dan moet je heel veel dingen gewoon precies weten wat moet je doen en...zeggen</p> <p>De taal was gewoon een beetje spannend. Ik heb een paar video's bekeken op zeg maar op Schiphol wat er gebeurt daar, weet je, op Schiphol wordt altijd gevraagd of je spreek je Engels of dit soort dingen, want dit is ook belangrijk</p>	<p>That's what I mean, for me the Mechanization was not an option....the language was a barrier for me. I can speak the language, but it's different at work. Then you have to know a lot of things specifically and what you have to say. The language is a little scary. I have watched a few video's about how it works at Schiphol, you know, on the videos about the work at Schiphol they always asked if you speak English and that kind of stuff, because it's important.</p>			
12	D8	<p>Ik had natuurlijk die drie jaar in m'n gedachten zitten en toen was ik nog net 59 en toen begon het. En toen dacht ik van, nou, wat ga ik doen in deze situatie? Ga ik dan me om laten scholen? Want ik was toen POB-adviseur... Dus nou mag ik er weer eerder uit. Dus alles bij elkaar is het onbekend maakt onbemind. En vooral als je op een bepaalde leeftijd bent, dan ben je natuurlijk niet meer zo... wil niet zeggen dat je het niet kan, maar het model om te leren wordt moeilijker. Het wordt moeilijker om het tot je te nemen. De tijd ontbreekt, je hebt je gezin, je hebt je kleinkinderen...</p>	<p>I was counting on the 3 years and I had just reached 59 years when it started. At that moment I thought, well, wat am I going to do in this situation. Am I going to get myself educated? Because I was education mentor at that time... Now I can stop working earlier. Altogether, looking back, unknown makes for unloved. And at a certain age, then you.....well it not for certain that je can't do it, but learning new things becomes harder. It's harder to take it all in. You just don't have the time with a family and grandchildren.</p>	Technical knowledge		
13	Group conversai on	<p>Houd je je RSD recht? Mag je dan naar DCM?</p> <p>Krijg ik een OT als ik aan het eind ben en al 2 contracten heb gehad? Komen er in de toekomst ook nieuwe OT contracten? Ga je er financieel op achteruit als je naar DCM gaat? Q5: Wordt je loon bevroren als je naar DCM gaat?</p> <p>Hoe worden je vakantie dagen, winstuitkering, etc. in tegenstelling tot je loonsverhoging straks berekend?</p> <p>Wat is een persoonlijke toeslag, waarom heet dit zo?</p> <p>Stel, je bent 49 en wordt benoemd tot SR Operator en zodra DCM live is wordt je 50 en gaat dan uit de nacht, behoud je dan je toeslag?</p> <p>Als ik boven de 50 ben, verandert er dus eigenlijk niets?</p>	<ul style="list-style-type: none"> • Do you keep your RSD right? Can you then still go to DCM? • Will I receive an OT when I am at the end and have already had 2 contracts? Will there be new OT contracts in the future? Are you going to lose financially if you go to DCM? Is your salary frozen when you go to DCM? • How will your vacation days, profit distribution, etc., in contrast to your salary increase, be calculated later? • What is a personal allowance, why is it called this? • Suppose you are 49 and are appointed SR Operator and as soon as DCM is live you become 50 and then go out of the night, do you keep your allowance? <p>If I am over 50, so nothing really changes?</p>	Salary, personal allowance	Information about working conditions	
14	D7	<p>Nou, op zich, wat ik wel raar vind dan, wij hebben dan een plaatsje hier in het bedrijf, en dan kijk je bijvoorbeeld naar mechanisatie. Nou, dat zou ik best in principe willen. Maar er zitten ook weer nadelen aan. Zoals qua geld. Dan denk ik van waarom kunnen we niet gewoon overstappen en klaar?</p>	<p>Well, in itself, what I find strange then, we have a place here in the company, and then you look for example at mechanization. Well, I would like to go there, actually. But there are also disadvantages. Like in terms of money. Then I think why can't we just switch and make sure nothing changes in working conditions</p>			
15	D13	<p>Over die machine heb je verteld. Hoe dat gaat werken, zeg maar. Jullie hebben gezegd dat het pand eerst gewoon plat gaat, gaan ze bouwen. Alles gezien. Toen was het, robots en alles gaat komen. Toen was het, later, twee jaar, aan het systeem aan het werken zijn. Dat hij elke keer storing krijgt en allemaal. Toen heb ik alles gehoord. Op het papier, op het scherm. Toen heb ik allemaal opgelet. Maar de laatste tijd gaat gewoon alles perfect, heb ik gehoord.</p>	<p>You told me about that machine. How that works, say. You said that the building be taken away and the floor made flat, they will build. I've seen everything. Then it was, robots and everything is coming. Then it was, later, two years, working on the system. I hear it gets malfunctions every time and so on. Then I heard everything. On the newsletter, on the screen. Then I paid attention. But lately everything just goes perfect, I heard.</p>	How does machine work	Information need about the content of thenPROC	

16	D2	Maar bijvoorbeeld hier, nog even terug naar houdbaar... Daar moet alles uitstekend zijn. Ik bedoel die pallets op een gegeven moment worden perfect, hè, dus ook de stickers, dit en dat. Dus we krijgen ook geen... of dat hopen we, geen problemen mee. Dus dat betekent dat het... het wordt zo geautomatiseerd op een gegeven moment dat het geen ruimte voor iets anders...	But here, for example, just back to the current warehouse ... Everything must be excellent there. I mean those pallets are going to have to be perfect at a given moment, don't they, so do the stickers, this and that. So that we don't get any ... or we hope so, no problems with that. So that means it ... it gets so automated at some point that it doesn't have room for anything else ...			
17	D6	En het is ook één grote machine. Alles was verbonden aan elkaar. Als er ergens een storing is....hoe werkt dat dan?	And it is also one big machine. Everything was connected. If there is a fault somewhere how does that work?			
18	Groupconversion	Q8: Houdt Geldermalsen rekening met transito voor DCM?	Does Geldermalsen consider crossdock from Geldermalsen for DCM?			
19	D13	Ik vind van wel. Ik hoop dat we geen ruzie krijgen. Ik heb gehoord dat ze... Je hebt drie taken gedaan, twee taken, achter elkaar. Heftruck twee dagen achter elkaar. Ze gaan gelijk naar teamleider, ze gaan gelijk discussie maken: 'Waarom rijdt hij twee dagen heftruck?' Dan gaan ze gelijk naar boven. Maar hier, Vers is heel anders. Als de ander twee dagen ophaalt, maakt niet zoveel uit, zegt hij.	I think so. I hope we don't get into a fight. I heard that they ... you've done three tasks, two tasks, one after the other. Forklift truck two days in a row. They immediately go to team leader, they immediately start a discussion: "Why does he drive a two-day forklift truck?" Then they immediately go upstairs. But here, Fresh is very different. If the other person orderpicks for two days, it doesn't really matter, he says.	Task rotation	Information need about fare proces when welcoming new colleagues to fesh department	
20	D13	Voor mij maakt het niet uit, ik vind het niet zo erg. Maar ik heb gehoord van mijn collega, zegt hij tegen mij – niet een collega, vanuit Houdbaar, werkt drie dagen parttime. Zegt hij: 'Ga naar boven, en wat dan?' Zegt hij. 'Ik kan niet zoveel ophalen,' zegt hij tegen mij. En 'Ja', zegt hij, hij werkt drie dagen, 'Ik ga niet ophalen.' Ik zeg: 'Ja, je moet toch ophalen? Dat is toch je werk?' Je gaat toch niet naar boven: 'Ik kan niet ophalen, ik kan alleen maar weinig ophalen.' Je moet toch ophalen? 'Moet ik het dan zelf ophalen, vijf dagen?' Zeg ik tegen hem. Zijn hele rare mensen, vind ik. Echt. 'Ik werk drie dagen, maar.'	It doesn't matter to me, I don't mind so much. But I have heard from my colleague, he says to me - not a colleague, from the current warehouse, works three days part-time. He says, "I'm going upstairs, and then what?" He says. "I can't orderpick that much," he tells me. And "Yes," he says, he works three days, "I'm not going to pick orders." I say, "Yes, you have to pick orders right? Isn't that your job?" "You can't go upstairs:" I can't orderpick, I can only order pick little amount of time. "You have to pick up, right? "Do I have to then orderpick myself, for five days?" I tell him. I think that are very strange people. Really. "I just work three days"			
21	D18	Je dus meer indirecte taken hebt met elkaar, die we met elkaar moeten verdelen. Ja dat klopt wel, want die impact gaat er wel zijn bij vers ja. En wat vind ik daarvan? Niet echt leuk, dus ik hoop dat het nog heel slecht gaat met...(mechanisatie)	There are more indirect tasks with each other, which we have to share with each other. Yes, that is correct, because there will be an impact on the Fresh department, yes. And what do I think about that?Not really nice, so I hope it goes very bad with ... (mechanization)			

Number	Interview	Dutch quote	English translation	Example	Category	Theme
22	D8	En facebook geeft daar natuurlijk ook een hele hoop mooie dingen, want ik kreeg van een chauffeur, had een dingetje op facebook gezet van ik ben nou voor de eerste keer aan het laden bij een mechanisatie.	And of course, Facebook also gives a lot of great things there, because I got from a truck driver, he had put a thing on Facebook from I am now loading for the first time at a mechanization.	Social media	Information gained from fixed information sources	Creating an image of the PROC
23	D18	Dat was heel goed, want je krijgt vaste informatie voor iedereen. Dan kan je altijd nog vragen stellen, aparte vragen stellen tussendoor, maar in elk geval de informatie die iedereen krijgt is hetzelfde.	That was very good, because you get fixed information for everyone. Then you can always ask questions, ask separate questions in between, but at least the information provided is the same for everyone	Video's		
24	D11	Ja, ik heb wel eens op Sam geopend, heb ik wel eens gekeken en die filmpjes dan met die verbouwing dan. Ik denk: nou, dan moet ik het via Sam moet ik het allemaal te weten krijgen...	Yes, I have opened SAM occasionally, sometimes I have watched and those movies then with the construction. I thought: well, I have to go get the information via Sam. ...			
25	D16	Nou, je kon zien hoe het allemaal eruit gaat zien op de video en wat er allemaal zou gaan gebeuren. Je kon het allemaal precies zo volgen, dat is makkelijker dan als ze alleen zeggen kijk dit gaat er gebeuren, dan kan je je er niet echt een beeld bij vormen. Maar nou kon je er echt een beeld bij vormen, van zo wordt het.	Well, you could see what it will all look like on the video and what's going to happen. You could follow it all in exactly, that's easier than just hearing them say : look this is going to happen, then you can't really imagine how it's going to look. But now you could really get a picture of it, that's how it will turn out.			
26	D11	Volgens mij hoeveel palen de grond in gaan en dat heb ik wel gezien op Sam. En ook hoe de pallets allemaal nu binnenkomen en zo en of dat allemaal scherp in de gaten gehouden wordt. Ja, dat hoor je ook, dat zie je ook weer via Sam en niet via de over de vloer...	I think how many poles went into the ground and I have seen that on Sam. And also how the pallets all arrive now and so and whether they are all closely monitored. Yes, you hear that too, you see that through Sam and not via the workfloor ...	Intranet SAM		
27	D5	Af en toe komen er van die blaadjes langs in de kantine, dus daar kijk ik af en toe weleens op.	Occasionally, those flyers come along in the coffee corners, so I occasionally look at that.	Flyer DCM'tje		
28	D9	Ja, voor mij zijn we wel goed geïnformeerd. Met bijeenkomsten en flyers.	Yes, we are well informed for me. With meetings and flyers.			
29	D11	Ja, die nieuwsbrief heb ik gelezen, ja. Die lag bij ons in de koffiehoeke. Maar die neem ik dan ook mee naar huis. Maar dan lees ik het thuis. Of als ik dan hier ook, dan lees ik het gewoon in de koffiepauze, maar die lees ik wel, ik heb ze ook wel eens bij de ingang meegenomen.	Yes, I have read that newsletter, yes. There were newsletters in our coffee corner. But I also take them home. I then read them at home. Or here, I sometimes read them in the coffee break, but I read them, I have sometimes also taken them home from the entrance			

30	D10	Ja, 6 jaar geleden zeg maar Herman heeft, ja, iedereen geroepen... informatie gegeven over de mechanisatie, dus hij zegt: ja, Albert Heijn gaat mechaniseren en zeg maar, oké niemand gaat ook zijn baan verliezen, maar I denk dat het toch gaat gebeuren.	Yes, say 6 years ago Herman has, yes, he called everyone ... he provided information about the mechanization, so he says: yes, Albert Heijn is going to mechanize and said, okay no one is going to lose his job, but will I think it will happen anyway.	Meeting in the company restaurant	Information gained from moments of interaction with management warehouse	
31	D11	Als er wat iets belangrijks is, dan wordt het toch: of we worden in het restaurant bij elkaar geroepen	If something important is involved, then we are called together in the restaurant		Information gained from moments of interaction with management warehouse	
32	D3	Ik denk dat het beneden in de kantine was. Ha ha, nu weet ik het. En ik moest toen het verhaal ook vertalen naar Pools, na Herman toch?	I think it was downstairs in the restaurant. Ha ha, now I know. And then I had to translate the story into Polish, after Herman, right?		Information gained from moments of interaction with management warehouse	
33	D1	Ja, anders... Kijk, jullie doen elke zeg maar elke week of welke maand met groepjes informatie geven, dat vind ik goed.	Yes, otherwise ... Look, gave information every week or with groups, I think that's good.	Roadshow		
34	D2	En op een gegeven moment kwam er weer een bijeenkomst dat er weer iets heel duidelijk was en dat werd er weer een presentatie gegeven met dit hebben we gedaan, en dit gaan we nog doen. Ik ben even de naam kwijt hoe dat heet.	And at a certain point there was another meeting when certain things were very clear and that another presentation was given with information about this is what we have done, and we will do this in the future. I lost the name for a moment.			
35	D2	Presentaties. En dan wat voor informatie, echt de bijeenkomsten waren gewoon waardevol. Dus op een gegeven moment dat we bij elkaar kwamen had je van dit worden de functies, dit zijn de schalen. Dat zijn een paar van de belangrijkste dingen natuurlijk. En ja voor de rest, dat was diezelfde periode. Operator 1 heeft deze taken, operator 2 dezelfde taken plus... Dat was een beetje van het moment duidelijk voor mij werd	Presentations. And then some information, really the meetings were very valuable. So at a certain moment we came together and we were told about the functions, these are the salary scales. Those are some of the most important things of course. And yes for the rest, that was in the same period. Operator 1 has these tasks, operator 2 has the same tasks plus ... That was a bit from the moment that it all became clear for me			
36	D6	Mijn persoonlijke mening is eigenlijk, je gaat naar een presentatie met een verwachting en dan denk je eigenlijk dat je antwoord zou kunnen krijgen op bepaalde vragen. Nogmaals, in het begin, die antwoorden bleven helaas weg.	My personal opinion is actually, you go to a presentation with an expectation and then you actually think you could get an answer to certain questions. Again, in the beginning, those answers unfortunately remained.			
37	D8	En vervolgens kwam... nou ja, langzamerhand, de eerst de roadshow kwamen ze mee aanzetten en toen werd het eigenlijk een beetje concreter. Eerst was het natuurlijk zo van de tijdbestek wat gemaakt wordt en dat we het gelukkig tussen haakjes dan, overschreden.	And then ... well, gradually, the first roadshow they came along and then it became a bit clearer. At first, of course, we were happy, between explanation marks, because of the delay			
38	D4	Dus eigenlijk had die road show, die had misschien kleiner moeten wezen, dus iets beperkter en dan meerdere keren achter elkaar. Dus dat je zegt om de drie vier weken we in ieder geval die informatie krijgen, al is er bijna geen informatie, als je maar een klein beetje informatie hebt, dan had dat een stukje meer rust gecreëerd dan een langere tijd niks	So actually that road show, it might have have been better in smaller groups, so a bit more limited and then several times in succession. So that you say every three to four weeks, we at least given that information, even though there is almost no information, if you only have a little bit of information, it would have created a bit more peace than a longer period of time.			

39	D7	Nou, de road show, dat je dan vragen kunt stellen. Dus nu ook, nou dit was maar een klein select groepje, hè, je hebt dan natuurlijk de cockpit medewerkers en je hebt de magazijnmedewerkers zelf...het is fijner om vragen te stellen	Well, the road show, that you can ask questions. So now also, well this was only a small select group, didn't you, of course you have the cockpit employees and you have the warehouse employees themselves ...it's more comfortable to ask questions			
40	D12	Dus ik ben ook zo, als ik vragen heb ga ik ze stellen maar als ik geen vragen heb, dus dan gewoon binnen driekwartier weet ik alles. Dank je wel en fijne avond	Well I, if I have questions I will ask them, but if I have no questions, so then within three quarters of an hour I know everything. Thank you and good evening			
41	D15	Ja, toen de eerste gesprek... niet gesprek, maar gewoon bij Houdbaar met Herman, hij was duidelijk zeg maar, zegt tie: ik ga niet zeggen dat het niet waar is. En zo gaat gebeuren. Was heel duidelijk zeg maar. Basispunten, we gaan beginnen, tweede stap, we gaan kijken hoe gaat die gewone medewerker, wie mag naar Vers, wie mag naar Mechanisatie	Yes, when the first conversation ... not conversation, but just in the current warehouse with Herman, he was clear, he said: I'm not going to say it's not true. And so it will happen. Was very clear. Basic points, we are going to start, second step, we are going to look at how that normal employee goes, who can go to Fresh , who can go to Mechanization			
42	D17	Nou, misschien minder prettig, dit soort van momenten kan ik mij niet herinneren, maar ik vond het wel prettig dat die momenten waren echt serieus genomen door het MT trouwens. Dat was... Wij hadden toen altijd een soort van een verzamelingplek met alle medewerkers van de dienst en wij mochten ook niet eerder naar huis, dus dat was echt serieus genomen door onze teamleiders en we kregen voor uur of soms voor anderhalf uur echt een goede uitleg hoe of wat. Dus ik wist toen eigenlijk alles zeg maar wat van mijn kant belangrijk zou kunnen zijn. Ja en ik vond het heel professioneel, ik bedoel inhoudelijk vooral. Dus het was niet zeg maar zomaar een werkoverleg, dat het een thema op de tafel was gewoon, nee, dat was echt vanaf A tot en met de Z goed gedaan vind ik.	Well, maybe less pleasant, I can't remember this kind of moments, but I did like that those moments were really taken serious by the management, by the way. That was ... We always had some sort of a gathering place with all the employees of the shift and we were not allowed to go home earlier, so that was really taken seriously by our teamleaders and we got a real hour or sometimes for an hour and a half. good explanation. So at the time I actually knew everything but what could be important from my point of view. Yes and I thought it was very professional, I am mainly talking about the content of the information. So it wasn't just a work meeting, it was just a theme on the table, no, that was really well done from A to Z, I think.			
43	D18	Nou, ik vind die roadshows die vind ik wel prettig, dat dat gedaan wordt, dus dat je een beetje informatie krijgt. En wat beter kan is als er een roadshow komt, moet er wel voor gezorgd dat er mensen zijn die jouw plek overnemen on the workfloor	Well, I like those road shows that I like, that they do that, so that you get a little information. And what could be better if a roadshow comes, it must be ensured that there are people who take over your tasks on the work floor			
44	D19	Zeker de roadshow! dus echt die vaste communicatie momenten. Dat is echt iets dat waar je gewoon bij moet zijn	Certainly, the road show! So really those fixed communication moments. That's really something that you should attend			
45	D20	Er waren genoeg overleggen over dingen, maar als je niet aanwezig was, de informatie die je miste moest je wel gaan zoeken. Nee, ik vind face to face veel fijner. En tuurlijk de slideshows en de vergaderingen vind ik ook belangrijk, maar face to face heb ik het gevoel dat ik meer binnen krijg.	There were plenty of discussions about things, if you were not present, you had to search for the information. No, I think face to face is much nicer. And of course the slideshows and the meetings are also important to me, but face to face I have the feeling I take more in.			
46	D19	Ik wil gewoon graag als hij draait een rondleiding krijgen. Dan kan ik pas een mening vormen. Ik heb hem alleen nou gezien dat hij stil stond, en een verdwaald doosje, ergens dat stond op een hele grote band, dat leek op tapijt.	I would be happy to have a tour when it's running. Only then can I form an opinion. I only saw it when it was not operational , and a stray box, somewhere that stood on a very large band that looked like carpet	Tour of new warehouse		
47	D1	Kijk, rondleiding is goed, maar je hoort alles in één keer. Dus voor mij is beetje, ja, veel. Als je zeg maar praktijk doen, dat begrijpen we. Maar rondleiden alleen maar is... Kijk, als we eerlijk zeggen, we begrijpen niet alle woorden, want misschien verhaal ongeveer inhoud wel maar niet zo 100%, dus...	Look, tour is good, but you hear everything in one go. So for me is little, yes, much. If you see it in practice, understand that we understand. But just touring is ... Look,if we honestly say, we don't understand all words ,maybe a bit of the story about content but not so 100%, so ...			

48	D4	We een keer zeg maar zijn wezen kijken in het pand. Dat zijn dingen die me bijgebleven zijn	let's just, we went looking in the new warehouse once. Those are things that have stuck with me			
49	D7	De rondleiding, dat vind ik prettig ja, dan kun je het zien hoe en wat er gaat gebeuren. En hoe het werkt.	The tour, I like that yes, you can see how and what is going to happen. And how it works.			
50	D9	Nee, die keuze heb ik gemaakt door een keer rond te lopen en zelf heb ik ADHD, en al die geluiden van die machines dat zijn gewoon teveel prikkels voor mij. Dus dat gaat hem voor mij gewoon echt niet worden	No, I made that choice by once walking around and I have ADHD, and all that noises from those machines are just too many stimulus for me. So that just really isn't going to work for me			
51	D11	Ook niet meer, nee. Maar ik weet niet of die andere – andere collega's ook erheen geweest zijn om ook te kijken van enthousiast zijn – kijk, ik zou best wel willen kijken als het helemaal goed draait, alle bakjes heen en weer zien gaan. Dat zou ik nog wel leuk vinden, om dat nog een keer te willen zien, ja.	Not anymore, no. But I don't know if that other - other colleagues also went there to have a look are still enthusiastic - look, I would like to have a look when it is fully operational, alle the cases moving up and down. I'd still like that to want to see that again, yes.			
52	D13	Ja, kijk, ik wil het gewoon een keer zien, eigenlijk. Hoe dat gaat, hoe dat werkt. Ik ben er nog nooit geweest, eigenlijk.	Yes, look, I would like to see it once actually. How that goes, how that works. I'm here never been there, actually.			
53	D13	En willen ook gewoon even kijken, die mechanisatie even kijken, hoe dat daar gaat. Misschien kunnen we daar ook werken, bijvoorbeeld. Leren, stukje. Daar komt eigenlijk, daar komt hij steeds, de verandering.	And just want to have a look, at the mechanization, how it works. Maybe we can work there too, for instance. Learn, piece. There it actually come is, the change			
54	D15	Je krijgt een rondleiding en je gaat ook kijken en je ziet van "zo, alles wordt en beetje "robotachtig".	You get a tour and you also go and watch you see "well, everything becomes a little bit robotic ".			
55	D16	Eerst dacht ik: laten we eerst maar even een rondje kijken. Toen heb ik daar rondgelopen, toen dacht ik: ja, dit is het. Dat lijkt me gewoon mooi. Waarom was het zo belangrijk om te gaan kijken? Nou, ik kon me er in eerste instantie niks over voorstellen. Ik ben ook nooit bij Schiphol achter die koffers geweest, dus dat heb ik ook nooit gezien. Maar ze zeiden wel: 'Ja, het gaat allemaal automatisch.' Maar toen ik daar eenmaal binnenliep, dacht ik: oh, het is hier toch wel heel groot. Dat vond ik wel heel mooi.	At first, I thought: first let's go look around. Then I had a look by walking around then I thought: yes, this is it. It just seems good / beautiful. And why was it so important to go and have a look? Well, I couldn't imagine how it would be. I have never been to Schiphol either been behind those suitcases, so I have never seen it before. But they did say: "Yes, it's fully all automatically. "But when I got there once walked around, I thought: oh, it's here very big. I thought that was very impressive.			
56	D16	Ja. Ik wilde gewoon eerst kijken wat het inhield. En toen ik er eenmaal gelopen had, dacht ik, ja, dit is toch wel, vergeleken met wat ik nu heb, een vooruitgang.	Yes. I just wanted to see what it implied. And once I had walked there, I thought, yes, this is, compared to what I have now, is progress.			
57	D2	Nou vaak al, denk ik, via collega's bijvoorbeeld JB of zo, daar gewoon mee praten. Of soms wist ik dan al dingen die dan gingen komen van de gasten die meer weten	Well often, I think, via colleagues for example JB, just talk to them about it. Or sometimes I already knew things that were coming because of information from the guys who know more.	Information from union colleagues	Information gained from interaction with colleagues	
58	D8	Dan zie je dat daar ook andere dingen spelen waar wij dus niet zoveel van horen. Ik hoor natuurlijk heel veel, dat is mijn taak, als vakbondsman, dat is... maar dan denk ik, o ja, zij kijken er ook zo naar of anders naar en toch krijg ik dan een andere blik, omdat in het begin, dat ik hoorde van dat die cockpitmedewerkers allemaal de Vers ingestuurd... ik denk van goh klere zeg, wat gebeurt daar allemaal, waarom doen ze dit?	Then you see that other things play a role there of which we do not hear so much. I hear of course a lot, that's my job, , as a union representative. that's ... but then I think, oh yes, they look at it that way or else to and yet I get another look, because in the beginning, that I heard of that all those cockpit employees are being sent to the Fresh department. ... I think geh that's strange, what is all happening there, why are they doing this?			
59	D3	Ja. En je moet ook zelf willen. Maar de jongens die er heen zijn gegaan, zoals (naam), daar rij ik mee, dan hoor je wel eens wat	Yes. And you also have to want it yourself. But the boys who went there, such as (name), I ride with him, then you sometimes hear something and then I also ask something	Interaction with early adapters		

		en dan vraag ik er ook weer wat over. Die informatie is heel goed bij mij. Laat ik het zo zeggen.	about it. That information is very good with me. In my opinion			
60	D14	Over eergisteren zag ik een collega gewoon in kantine die er heen is, vroeg ik: iedereen heeft toch plezier? "Ja, perfect", dus ja.	About the day before yesterday I just saw a colleague in the restaurant who went there, I asked: does everyone have fun? "Yes, perfect", so yes.			
61	D15	Ja, ik spreek wel bepaalde jongens en die maken... Ja, je hoort wel wat. En die zeggen me ook dat ik naar daar moet komen, maar...	Yes, I do speak to certain guys and they make ... Yes, I hear things. And they also tell me to come there, but ...			
62	D19	Nou van die jongens op de vloer, die daar dan zitten, daar horen we natuurlijk het meeste van eigenlijk.	Well of those guys on the work floor there, who are sitting there, we of course hear the most of it, actually.			
63	D2	En eigenlijk wat jij nu ook nog gezegd hebt, dat is helemaal goed... Wat eigenlijk iedereen moet doen, ga er gewoon heen om ervaring op te doen, want bevalt het als nog niet, die kant kan je nog wel op.	And actually what you have now also said, that is absolutely right ... What everyone should do, just go there to gain experience, because if you don't like it yet, you can still go that way.	Gaining experience		
64	D8	Nou, bijgebleven dat dat op een gegeven moment ik heel veel op de mechanisatie werd gezet en als je maar veel bij mechanisatie gezet wordt, dan groeit er een heel ander beeld, dan voorheen. En dan ben je ook minder bang om daar naartoe te gaan. Want een heel aantal mensen als ze gevraagd werd van, wil je naar de mechanisatie, nou laat mij maar hier werken. En dan vroeg ze mij van, wil je naar de mechanisatie, nou ja... Als ik er toch naartoe moet, kan ik beter nu gaan en dan weet ik meer dan die anderen.	Well, remember that at a certain point I was put a lot on mechanization and if you are there a lot, your views differs a lot than before. And then you are less afraid of going there. Because a lot of people when asked, do you want to go to mechanization, they ask to stay in the current warehouse. And then they asked me, do you want to go to mechanization, well ... If I have to go there anyway, I should go now and I know more than the others.			
65	D8	Dat is een stuk en wat natuurlijk ook heel goed is, als je natuurlijk een paar mensen die van tevoren echt elke dag laat meelopen, en dat die eigenlijk als vader type hun kinderen leren wat er gaat gebeuren	That's a lot and of course very good, if you have a few people of course who gain experience. Really let them walk every day in advance, and that they are actually fatherley type helping children about what will happen			
66	D13	Om het te bekijken, ervaring te krijgen. Misschien wil ik ook later daarheen. Dan wil ik wel even kijken, kijken hoe ik dat vind. Ik werk al vijftientig jaar Vers, alleen. Ik ga ook een jubileumfeest doen.	To view it, get experience. Maybe I also want to go there later. Then I want to take a look, see how I find it. I've been working at the Fresh department, alone, for twenty-five years. I'm also going to do an anniversary party.			
67	D2	Ja, gewoon meteen vanaf het begin. Je mocht op je lijst laten zetten. Ga erheen, kijk alvast hoe het daar is. Want volgens mij zijn mensen maar één keer geweest. En straks tijdens de test is alles nieuw.	Yes, just right from the start. You were allowed to put on your list. Go there, see how it is there. Because I think some people have only been once. And then later, during the test everything will be new.			
68	D8	... een kijkje te nemen en meedenken. Betrokken te zijn met alles wat daar gebeurt, want dat is natuurlijk... nu gaan er een hele hoop jongens heen terwijl de machine eigenlijk afgebouwd is en die moeten alles leren. Ik was met een man van Van de Lande, die heb ik één of twee keer gezien en die vertelde me hoe die grote High Bay kranen werkten, dus mocht ik het ook nog even doen daar, nou jongen, probeer het maar...echt indrukwekkend en uitdagend	... take a look and think along. To be involved with everything that happens there, because that is of course ... now a lot of boys are going while the machine is actually finished, and they have to learn everything. I was with a man from Van de Lande, who I saw once or twice and who told me how those large High Bay cranes worked, so I was allowed to try it too, well boy, try it ... it's really impressive and challenging			

Number	Interview	Dutch quote	English translation	Example	Category	Theme
69	D7	Iedereen is bang voor verandering. Iedereen weet nu wat 'ie moet doen. Iedereen denkt van, nou, als ik weer wat anders moet gaan doen, wat is het dan? Kan ik het aan, kan ik het niet aan? Ben ik capabel genoeg of is mijn collega capabeler dan ik? En ... ja er zit een hele hoop angst bij. Iedereen is bang voor het onbekende. En dat ben ik dus natuurlijk ook geweest.	Everyone is scared of change. Everyone knows what they have to do now and how to do it. Everybody was thinking, well, if I have to go and do something else, what would that be? Would I be able to do it? Or not? Am I capable enough or is my colleague more capable? And...yes there is a lot of anxiety. Everybody is scared of the unknown. And that included me.	Capability	Fear Employee Suitability	Feelings and judgements about the PROC
70	D8	Dat hoor ik nou ook nog steeds op de vloer. Mensen zijn toch wel bang, van, nou, laat mij maar lekker gaan. Ik kies wel voor de Vers. Dat is de het makkelijkst. Dat ken ik en kan ik	I hear the same things on the work floor. Employees are scared, a little, well, just let me go to the Fresh Department. That is the easiest way to go. I know the department and I know the tasks.			
71	D8	Dat is waardevol geweest, de testen meewerken. En ja, nu hoor ik zoveel mensen die dus zeggen van, ja het is best wel een hoop wat je voor je kiezen krijgt. Ik weet ook niet of ik het ga redden. Ik heb er een paar gehoord die dus zeiden tegen mij van, nou, het is pittiger dan ik verwachtte. Maar ook het onbekende weer.	That was valuable, being able to participate in the tests. En yes, I do hear employees that are saying that its quite a lot you must handle. I'm not sure if I'm going to make it as well. I have also heard various people who have told me, well, that it is a lot harder than they expected. But it's also the unknown.			
72	D7	Want soms hoor je ook van bepaalde... Ja, ik ken twee jongens die daar rondlopen, jij zal ze wel kennen Ricky en die andere Mike. Die zijn ook afgewezen om daar te gaan, begrijp je. Soms denk ik, van: zo, als de twee zijn afgewezen, what about me? Weet je En waarom denk je dat? Ja, ik beschouw mezelf niet als dom. Begrijp je, maar als die twee worden afgekeurd... pff, dat brengt me wel een beetje aan het twijfelen	Because sometime you hear from certain.....Yes, I know two people who are working there. I think you know them to, Ricky and the other Mike. They were also rejected for the job, do you understand. Sometimes I think, if they have been rejected, what about me? You know? What makes you think that? Yes, I do not consider myself stupid, you see. But if those twee are rejected...pfff, that make me doubt myself a little			
73	D3	Weet je, ik ben wat ouder en mijn oudere garde gaat langzamerhand en er komt nieuwstroom in. En dat zijn toch allemaal jongens die anders groot zijn gebracht dan ik, andere normen en waarden. De kennis van technologie is veel duidelijker aanwezig. Ik bedoel van internet. Ik werk ermee en sleep mij er doorheen, laat staan op werk	You know, I am a little older and the older group of employees is being replaced with new employees. And they are all boys who have been raised differently that I have. Other norms and values. The knowledge of technology is more clearly present. I mean internet...I work with it and drag myself through it..... Let alone at doing that at work			
74	D4	Hmm. Ja, dat wij onze baan niet kwijtraken. Ja, baanzekerheid, ja. Ja, want je hoort het wel, maar ja. Je hoort van dat er dit gaat gebeuren, je hoort van allerlei gekke dingen. Dus ja, als we onze baan kunnen blijven behouden zou dat goed zijn.	Hmmm, yes that we don't lose our jobs. Yes, job certainty. Yes, we were told, but you hear what is going to happen and you hear all these crazy things. So yes, if we could keep our jobs that would be good	Loss of jobs	Fear of loss of certainty	
75	D3	Weet je, als ik eruit wordt geknikkerd, ik ben vijfenvijftig, waar kom ik nog aan de bak, daar gaat het een beetje om.	You know, if I am fired, I am forty five. Where will I find another job, that's what it's about.			
76	D9	Dus hoeveel mensen zijn er nodig bij mechanisatie, wat blijft er uiteindelijk over. Dat zijn dingen wat wel onzeker is.	So, how many people are needed by Mechanization. What's eventually going to be left? Those are the things that are uncertain			
77	D12	Veel mensen zijn wel bang voor of zo. Ik denk dat, Albert Heijn is wel mijn werkgever, maar werk is ook in andere plekjes, dus het hoeft niet op de bang zijn.	Lots of people are afraid. I think, Albert Heijn is my employer, but there are also jobs in other places, so I don't have to be afraid.			
78	D14	Ik blijf positief, ik accepteer dat dingen veranderen. Maakt niet uit hoe dat negatief of positief, maar toekomst is altijd, ja. Als	I try to stay positive and accept that things are always changing. It doesn't matter if the future is positive or			

		dingen gaat niet hier lukken, dan waarschijnlijk lukt het in een andere plek. Want we hebben meer voorbeelden gekregen zeg maar,... waren gewoon paar collega's hier, nou na 20 jaar en 25 jaar en 30 jaar, naar andere plek, is plezier gehad	negative. If things don't work out here, maybe they will in another place. We have had examples here,,a few colleagues with long employment like 20 years and 30 years, went to another place and have fun there.			
79	D7	Ik denk dat dat toch wel een beetje angst is. Als je wat ouder wordt, zijn mensen toch altijd nog steeds bang om hun baan te verliezen door zoiets	I think it is a little fear. When you get older, employees are always afraid of losing their job because of these kinds of things			
80	D20	Klopt het dat er een aangepaste arbeidsvoorwaardewet zodat jullie in de toekomst nieuwe mensen kunnen aannemen. Deze nieuw aangenomen mensen krijgen een nieuwe CAO, voor de ouderen houden hun oude CAO en behouden ze wat ze hebben.	Is it true that there is an amended employment conditions law so that you can hire new people in the future? These newly hired people get a new collective labor agreement, for the elderly they keep their old collective labor agreement and keep what they have.			
81	D2	En kan je me vertellen waar zit die onrust in? Waar maken ze zich zorgen om? Meer onduidelijkheid om de toekomst.	And can you tell me what the agitation was about? What were they worried about? Mostly about the uncertainty of the future.	Fear of the unknow		
82	D3	Dat vind ik nou net niet. Want ik ben niet bang voor het onbekende. Dat is misschien wel gek dat ik dat zeg. Maar ik ben niet bang voor het onbekende, Ik stap er liever met twee voeten in dan dat ik aan de kant sta.	I have another opinion. Because I am not afraid of the unknown. It may be strange that I am saying this. But I am not afraid of the unknow. I rather be part of it, then standing on the sideline	Fear of the unknow		
83	D7	Ik denk dat heel veel mensen het niet leuk vinden dat je dingen verliest. Of dat je misschien verantwoordelijkheden erbij krijgt zomaar uit het niets. Ja, dat is dan vaak het dingetje, denk ik. En ja, dat zeg ik: communicatie is denk ik best wel moeilijk, omdat het altijd beter kan. En dat is ook wat een ander ervan verwacht of denkt of iets in zijn hoofd heeft. Precies, je vult het heel vaak zelf in.	I think that a lot of people do not like losing things. Or if you get more responsibilities out of the blue. Yes, I think that's an important issue. En yes, I think communication is difficult because it can always be done better. And it also depends on what the other expects or has in mind. Exactly, often you have already filled in the blanks yourself.	Fear of loss		
84	D8	Nou we kregen op een gegeven moment te horen dat er de stappen waren genomen om de Houdbaar te gaan mechaniseren. Het was nog niet duidelijk wie, wat waar. Welke site het zou worden. En iedereen liep toen op z'n tenen van, nou, we hopen dat Pijnacker het gaat worden, we hopen..	Well at a certain moment we heard that steps had been taken to mechanize one of the Dry warehouses. At that moment it was unclear which warehouse or when. And then everybody was very tense, well, we were hoping that it would be the warehouse in Pijnacker, we were hoping			
85	D9	In het begin was het wel spannend, zes jaar terug en je weet niet wat er gaat gebeuren natuurlijk. Kijk de aankondiging wordt gemechaniseerd dus je bent wel gelijk bang voor je baan. Ook al werd er steeds gezegd je hoeft nergens bang voor te zijn. Dat was natuurlijk wel een onrust onderling van wat er nou echt precies ging gebeuren. Achteraf valt het allemaal wel mee. Denk ik, vind ik.	It was exciting in the beginning. Six years ago and you don't know what's going to happen. The announcement of the mechanized warehouse, so automatically you are afraid of losing you job. Even if we were told that we didn't have to fear anything. Of course then there was an agitation amongst colleagues about what was really going to happen. Afterwards its quite okay, according to me, I think.	Support	Supporting the need to change / proud about the change	
86	D12	Ja, als ik ben van de generatie dat er gebeurt altijd iets; Playstation, computers, dus dat neem je ook mee hè. Dus ja, ik begrijp dat wel ook. Ik weet dat dat moet gebeuren. Het is wel makkelijker. Sommige mensen denken 'ja, oké, prima, die machine gaat jou wel vervangen', maar dat is niet helemaal ook zo. Dat is gewoon zo dat de hele wereld gaat mechaniseren, dus Albert Heijn moet ook.	Yes, I am from the generation where something is always happening. Playstaion, computers, so you grow up with that and take it along with you. So yes, I do understand it. I know what has to happen. Some people think that the machines are going to replace you, but I think that isn't the case. The whole world is going to mechanize, so Albert Heijn also has to.			
87	D3	Toen jullie daar met z'n allen stonden, mocht het wel tien jaar eerder...Ik vind het gaaf!	When you were standing there together, if you ask me it could have been ten years earlier....I think it's great!			
88	D3	Maar ik was er helemaal niet op tegen. Ik ben er helemaal op voor eigenlijk en de meeste ook wel. Ik denk ook dat sommigen,	But I wasn't against it. I am actually very convinced and enthusiastic, and I think the most of us. I also think, maybe I			

		ik mag het eigenlijk niet zeggen, sommigen die wel wat mankeren of wat hebben, die er wel bang voor zijn.	shouldn't say, that some of the people who have problems, are scared of the mechanization			
89	D6	Precies. En ik zeg altijd: "Techniek moet voor mensen zijn, niet tegen de mens".	Exactly. And I always say "Technique must work for people, not against people"			
90	D7	En natuurlijk als je van een ander hoorde, dat het ergens anders ook al draait en loopt, en dan ga je wat meer kijken. Dat kom je natuurlijk heel veel tegen. Zo met die kleine karretjes. Bij wat is het nou? Coolblue of zo? Ja, op zich is het natuurlijk mooi, die vooruitgang. Die technische industrie. Het gaat hard. Dat is voor ons als bedrijf ook belangrijk, om niet achter te lopen	And of course, if you heard from someone else that it is already running somewhere else, and then you will look a little more. You will of course come across that a lot. So with those little carts. What is it now? Coolblue or something? Yes, it is of course beautiful, that progress. The technical industry. It's going fast. That is also important for us as a company, so as not to fall behind			
91	D12	Ja, natuurlijk. Als ik dat goed begrijp, dat we gaat wel als eerste die dit gaan doen. De eerste die zo'n grote gemechaniseerde hal in Europa neerzetten. Weten dat we wat gaan doen of gaat dat sowieso iemand anders doen, dus wij moeten zorgen dat wij de eerste zijn.	Yes of course. If I understand that correctly, we will be the first who are going to do this. The first to have such a large mechanized warehouse in Europe. Knowing that, we have to do something or another company is going to do it, so we have to be the first.			
92	D15	Albert Heijn is kapitaalkrachtig, dus ze kunnen dat gewoon binnen... in een paar jaren kunnen ze dat opzetten. Dus aan de hand daarvan ben ik steeds meer, ja, gaan geloven en je ziet een... je ziet de ontwikkelingen, je ziet er gebeurt vanalles. Je krijgt een rondleiding en je gaat ook kijken en je ziet van "zo, alles wordt en beetje robotachtig".	Albert Heijn is wealthy, so they can just do it ... in a few years they can set it up. So based on that, I started to believe more and more, and you see a ... you see the developments, you see everything happening. You get a tour and you also look and you see "so, everything becomes a bit robotic".			
93	D15	Ja, het verandert echt zwaar. En op zich vind ik het wel goed want Albert Heijn moet met de tijd meegaan, ze kunnen niet stil blijven zitten	Yes, it's changing quickly. And in itself I think it's good because Albert Heijn has to keep up with the times, they can't sit still			
94	D11	Ja, dat vind ik wel leuk, als ik het op televisie zie, dan kijk ik er ook altijd naar hoe mooi het allemaal gaat en zo. Het is niet – het kost natuurlijk banen, dat weet ik ook wel	Yes, I like it, when I see something similar on TV I always watch it and am interested in how well it works together. It is, well of course it's going to cause job loss. I know that to	Interesting		
95	D16	Nou, ik kon me er in eerste instantie niks over voorstellen. Ik ben ook nooit bij Schiphol achter die koffers geweest, dus dat heb ik ook nooit gezien. Maar ze zeiden wel: 'Ja, het gaat allemaal automatisch.' Maar toen ik daar eenmaal binnenliep, dacht ik: oh, het is hier toch wel heel groot. Dat vond ik wel heel mooi.	Well, I couldn't imagine anything about it at first. I have never been behind those suitcases at Schiphol, so I never saw that. But they did say, "Yes, it's all automatic." But once I walked in there, I thought, "Oh, it's really big here." I thought that was impressive			
96	D3	Aan de ene kant vind ik het jammer dat ik daar niet een steentje aan bij kan dragen, want het is natuurlijk, ja, qua techniek loopt het water je hiervan in de mond denk ik.	On the other side I regret that I haven't been able to contribute, because, naturally, the technique is state of the art			
97	D4	En nou ja, ik neem aan dat er een heel gedegen onderzoek gedaan is, nou ja, alle ins- en outs en welk bedrijf het best geschikt is om zo'n project, van nou ja goed, Albert Heijn is toch... Ahold is een wereldspeler en op een gegeven moment die gaan lijkt mij toch niet over één nacht ijs ...daar ben ik wel trots op, dat ik bij zo'n bedrijf werk	Eh well, I assume that there has been a thorough investigation, well, all the ins and outs and which company was the most suitable for such a project. Albert Heijn is the...Ahold is a world player and I am sure they do not take a decision lightly....I am actually proud of that, that I work at such a company	Proud		
98	D8	Kijk eigenlijk... wat is er nou leuker als je direct op een verjaardag zit en je hebt het over je bedrijf en dat mensen zeggen, nou, je werkt toch bij Albert Heijn? Nou dan heb je een goede baan daar! Weet je? Dan heb je een goed stukje inkomen, je hebt goed sociaal bedrijf. Dat is toch mega. En dat wij dus zo'n DC bouwen!Of dat je zegt van, nou ik weet niet hoe het nou gaat... Je moet het... daar zit de reclame voor iedereen..	Look ... what could be better if you were at a birthday party right away and you are talking about your company and people say, well, you still work at Albert Heijn? Well then you have a good job there! Do you know? Then you have a good piece of income, you have a good social business. That is mega. And that we build such a DC (warehouse)! Or that you			

			say, well I don't know how it goes ... You have to ... there is the advertising for everyone ...			
99	D7	Het is vooruitgang. Tussen aanhalingstekens natuurlijk. Dus je weet dat er zoiets aankomt. Alles gaat vooruit. We hebben ook smartphones. Ja, dat hadden we 20 jaar geleden ook niet.	It is progress. Between explanation marks of course. You actually know something like this is coming. We also have smartphones. Yes, we didn't't have those 20 years ago either	Indifferent	Resistance	
100	D9	Nou ja goed, mechanisatie is natuurlijk wel iets wat overal gaat gebeuren..	Well, mechanization is something that is going to happen everywhere...			
101	D7	Het lijken net computers. Het is gewoon een kleine computer. De eerste computers, dan denk je ook van nou, dat was helemaal niks. Maar goed, alles gaat gewoon wat dat betreft vooruit. Dat heeft z'n voordelen en z'n nadelen. Maar op zich maakt het mij niet zo heel veel uit. Ja, je moet je aanpassen. Maar dat moet je altijd, denk ik. Dat is nog wel moeilijk.	They look like computers. They are just small computers. The first computers, well then you think, this isn't going to work. Anyway, everything moves ahead. That has advantages and disadvantages. You have to adjust. But I think you always must adjust. That is still difficult.	Difficult		
102	D7	Ja en zo gauw dingen gaan veranderen in een pand, dan komen er natuurlijk allemaal mensen met ... bij elkaar en die gaan dus elkaar lopen sparren van ja, nou ik ben van die leeftijd en als het over vier jaar gebeurd is, dan ben ik alweer weg. Gelukkig gaat het mijn toko voorbij.	Yes and as soon as things change in the warehouse, naturally people get together and start debating, well, I am this old now and in four years' time when it happens, then I will already be gone. Luckily the change will miss me	Lucky it will miss me	Gone on time	
103	D5	Maar ik weet natuurlijk niet hoe het voor andere collega's is, die moeten hier waarschijnlijk nog tien of twintig jaar. Ik ben hier waarschijnlijk over een paar jaar weg.	But obviously I don't know how it is for other colleagues,probably thet have stay here for the next ten or twenty years. I'll probably be gone within a few years			

Number	Interview	Dutch quote	English translation	Example	Category	Theme
104	D2	Eigenlijk werd er vaak verteld als iemand wat wist en als je vragen had dan kon je gewoon vragen “en sorry, dat weten we nog niet” of van “ja, dat weten we nu wel maar we gaan nu vervolgens met de zomer beginnen” dat krijg je dan te horen. Dat is eigenlijk bijgebleven	Actually we were often told when information was at hand. If you had any questions you could just ask and "and sorry, we don't know yet" or "yes, we know that now, but we will now start the summer start "is what you were told sometimes That actually stayed with me	TMT has to be accessible easily	Behaviour TMT	Need about the way information is provided.
105	D3	Ten eerste de deur was altijd al open bij jullie	First, the door has always been open by all of you			
106	D14	Gelukkig hier bij jullie die deur staat altijd open voor iedereen. De leeftijd is niet belangrijk, je kan studeren tot het einde van het leven en dat is heel positief. Dat hadden we gehoopt in onze land zeg maar, maar dat is niet gelukt. Dus daarom zijn ze gewoon geëmigreerd. Niet geëmigreerd maar ja, het is een soort, ja, emigratie is gewoon. Het is niet nieuw, het is honderd jaren geleden, Nederlanders in Australië, Australiërs zijn naar andere land, Amerikanen zijn naar...je gaf mij het gevoel dat ik altijd iets aan je mocht vragen	Fortunately here with you that door is always open to everyone. Age is not important, you can study until the end of life and that is very positive. We had hoped to say that in our country, but we did not succeed. So that's why they just migrated. Not emigrated but yes, it's kind, yes, emigration is common. It is not new, it is a hundred years ago, Dutch in Australia, Australians are to another country, Americans are to ... you made me feel I can also come to you			
107	D17	Nou, ik heb, tenminste als persoon, ik heb nooit problemen gehad om naar jou toe of naar mijn leidinggevende te gaan om vragen te stellen, dus als ik iets wou weten dan ging ik gewoon vragen. Dat komt door het gevoel dat er is	Well, at least as a person, I have never had any trouble going to you or my supervisor to ask questions, so if I wanted to know something, I just went to ask. That's due to the feeling there is.			
108	D3	Mocht er dan iets zijn dan kun je altijd over praten. Het kan niet altijd want jullie hebben ook druk, maar er is altijd wel een mogelijkheid. Niet dat ik dat altijd nodig had, maar ik ben geloof ik twee keer bij (naam) geweest. Toen heb ik gewoon gezegd: “Dat en dat stoort mij gewoon.”	If there is something then you can always talk about it. It is not always possible because you are also busy, but there is always a possibility. Not that I always needed that, but I believe I've been to (name) twice. Then I just said, "That and that just bothers me."	TMT has to be open for feedback		
109	D4	nee ik vind zelf dat de informatievoorziening dat voor zover natuurlijk dingen bekend maken, want je kan natuurlijk... ja, ook wel dingen vertellen wat eigenlijk nog, nou ja, wat zo nog vaag is dat je dat beter maar niet kan doen, want dan gaan mensen er dingen bij denken, en ja, dat is eigenlijk niet de bedoeling.	no I think that the information provision will, as far as of course, make things known, because of course you can ... yes, you can also tell things what is actually, well, what is so vague that you better not do it, because then people start thinking about it, and yes, that is actually not the intention.	Dealing and communicating about the unknown	Communicating honest and transparent about the content	
110	D4	Nee, nee, wat ik onthou is dat als niet bekend was, dan zeiden jullie ook dat het niet bekend was	No, no, what I remember is that if it was unkonw, then you also said you didn't know			
111	D8	Ja ik vind wel af en toe, het duurt te lang. De informatie die was goed, want je kreeg wel de road shows en ja natuurlijk, van die road show kreeg je vragen, je denkt, o ja. Zelf heb ik ook nooit zo over gedacht, of ... die inzichten en dan... ja, maar jullie weten ook niet wat er gaat gebeuren. Jullie wisten ook niet wat er gaat spelen. Nu wordt het pas concreter.	Yes I do occasionally, it takes too long. The information was good, because you did get the road shows and yes of course, from the road show you got questions, you think, oh yes. I myself have never thought that way, or ... those insights and then ... yes, but you also do not know what will happen. You did not know what was going to happen. It is only becoming clear now			
112	D5	Ik vind dat lastig, want er waren vragen uit ons, maar jullie wisten het op dat moment ook niet. Het is net de vraag wat gaat met die derde hal gebeuren nu. Jullie weten dat niet, dus je kunt gewoon ons geen antwoord geven. Dus dat vind ik, wat hadden jullie meer kunnen doen. Ik weet het niet.	I find that difficult, because we had some questions but you didn't know it at that time either. The question is what will happen to that third hall now. You don't know that, so you just can't give us an answer. So I think, what more could you have done. I do not know.			

113	D17	Vaak was... of soms was het misschien onbekend, soms was het niet helemaal bekend, soms was het misschien wel bekend maar nog niet verteld richting ons. Maar jullie waren er open over	Often ... or sometimes it was unknown, sometimes it was not entirely known, sometimes it was perhaps known but not yet told to us. But you were always honest about that	Being transparant		
114	D18	Weet je wat wel fijn was, ik kan mij herinneren dat jullie veel tegen ons hebben verteld, dat jullie het gewoon nog even niet zeker wisten dus dat er nog even geen informatie was, ja.	You know what was nice, I remember that you told us a lot, that you just wasn't sure so there was no information yet, yes.			
115	D20	Ja, maar ik denk iedereen. Maar als die informatie er niet is, je kan wel wat gaan verzinnen, maar dat heeft geen zin. Je kunt beter gewoon inderdaad transparant blijven en zeggen: er is nog geen informatie, ik snap wel dat het vervelend is, maar zodra wij het weten, weten jullie het ook. En dat is ook gebeurd.	Yes, but I think everyone. But if that information is not there, you can come up with something, but that makes no sense. It is better to just remain transparent and say: there is no information yet, I understand that it is annoying, but as soon as we know it, you will also know. And that has happened.			
116	D19	Kom ik weer op informatie verstrekken. Jullie zijn zo open en eerlijk over alle veranderingen. De kleinste verandering ben je transparant geweest. Je hebt alles laten zien. En dat is de sleutel waar, heel veel mensen, ik ga ervoor en die zijn er. Je ziet ze allemaal lachen. Het is echt leuk, nieuw. Dat soort dingen. En het wekt interesse ook. Ik vind dat jullie dat echt goed gedaan hebben. Heel goed.	It comes back to providing information again. You are so open and honest about all changes. You have been transparent about the smallest change. You have shown everything. And that is the key, very many people, I go for it and there are. You can see them all smiling. It is really nice, new. Those kind of things. And it also arouses interest. I think you really did well. Very well.			
117	D5	Nu roept dat iets in mij. Helemaal niet zou ik normaal zeggen, maar ik vind dat dit wel belangrijk is. Als je het echt een succes wil maken, dan is het wel belangrijk dat iedereen hiervan weet, iedereen zijn toekomst bij Albert Heijn, ik heb hiervoor gekozen, ik wist wat me te wachten staat, maar ik heb hiervoor gekozen. Het is heel goed dat het zo open en eerlijk is en er zoveel informatie is. Dus niemand kan tegen jou zeggen straks: dat wist ik niet. Dat kunnen ze echt niet meer zeggen.	Now that raises something in me. I wouldn't say normal at all, but I think this is important. If you really want to make it a success, then it is important that everyone knows about this, everyone has a future with Albert Heijn, I chose this, I knew what to expect, but I chose this. It is very good that it is so open and honest and there is so much information. So nobody can say to you later: I didn't know that. They really can't say that anymore.			
118	D20	Ja. En het is echt, sinds jij en Herman hier kwamen werken is er heel veel veranderd. En dat heb ik zelf. Maar ik kwam tegelijkertijd met jullie binnen, maar ik heb een beetje de voorgeschiedenis en daarna ook meegemaakt. En in het begin was er een beetje wantrouwen. Waarom vertellen ze alles eigenlijk, weet je. Dat is echt zo. Waarom zijn ze zo aan het uitleggen, er komt iets. We waren niet gewend om zo transparant informatie te krijgen, maar vonden het fijn	Yes. And it is real, a lot has changed since you and Herman came to work here. And I have that myself. But I came in with you at the same time, but I have experienced the history and afterwards. And in the beginning there was a little distrust. Why do they tell everything, you know. That is really true. Why are they explaining so, something is coming. We were not used to receiving transparent information, but it felt good			
119	D20	Alles vertelden, gewoon open en eerlijk. En jullie waren echt in gesprek met mensen. En dat waren ze echt niet gewend. Dat is echt zo.	Everything told, just open and honest. And you were really talking to people. And they were really not used to that. That is really true.			
120	D16	Ja, dat klopt, ja ja ja. Wat ik super goed vond dat is ook... dat weet ik vooral, want dat vertelde Herman, dingen die ook negatief zouden kunnen zijn voor ons in de toekomst, waren toen ook benoemd. Herman heeft dat meerdere keren gezegd: er zijn... kijk, dit en dit en dit is misschien niet zo gunstig voor jullie dus hou daar rekening mee. Dus niet alleen maar alles in pinkkleur everything, maar er waren ook wat minder goede dingen voor ons	, that's right, yes yes yes. What I thought was really good is that ... I mainly know that, because Herman said that, things that could also be negative for us in the future were also named it as it is. Herman has said that several times: there are ... look, this and this and this may not be so beneficial for you so keep that in mind. So not only everything was pink and positive, but there were also things less positive for us			
121	D4	Op een gegeven moment, ja, geven informatie over dingen die je weet en dan ben je duidelijk, want als je over dingen nog een beetje gaat filosoferen en fantaseren en het blijkt achteraf toch dat het... nou ja, niet heel anders maar toch anders is, ja dan hebben mensen zich toch misschien een voorstelling gemaakt	At a certain point, yes, give information about things that you know and then you are clear, because if you philosophize and fantasize about things a bit later, it turns out that it ... well, not very different but still is different, yes then people might have imagined something and yes, then they might look at it			

		voor iets en ja, dan kijken ze er misschien toch een beetje, van: nou, dat is toen gezegd. En ja, je weet hoe mensen zijn, vooral hier bij Albert Heijn, dan wordt het toch nog gezocht en aan de oren gekrabbd, van: nou...	a bit, well, that was said then. And yes, you know how people are, especially here at Albert Heijn, then it is still sighed and scratched, from: well ...			
122	D4	Nou, als er zeg maar een... iets verteld wordt en het blijkt toch heel anders te zijn, mocht het... nou ja, de leiding daarop terugkomen, dan is het natuurlijk geen probleem. Maar mocht het toch zo zijn dat op een gegeven moment het... nou ja, als er iets is... zeg maar vaste vorm krijgt en dat het toch anders blijkt te zijn "ja, ja", dan denk ik toch dat bepaalde mensen daar toch wel zeggen, van: nou, ja, als er weer iets gaat gebeuren, hoe betrouwbaar is dan de informatie die je krijgt?	Well, if only ... something is told and it turns out to be very different, if it ... well, the management comes back to that, then of course it's no problem. But if it is true that at some point it ... well, if there is something ... say it takes shape and that it turns out to be different "yes, yes", then I think that certain people there say, well, yes, if something is going to happen again, how reliable is the information you get?			
123	D4	Nou, ik denk dat... ja, qua informatievoorziening denk ik niet dat daar ook maar iets onduidelijk is geweest of iets verander...	Well, I think ... yes, in terms of information provision, I don't think anything has been unclear or anything has changed ...			
124	D9	Elke keer als er veranderingen of nieuwe dingen waren dan kwamen we hierbij dus qua informatieverstrekking was het ook wel vrij duidelijk wat mij betreft.	Every time there were changes or new things we would come here so in terms of information it was also pretty clear to me.			
125	D16	Puur uit eigen ervaring. Heel erg duidelijk. Ik kon heel snel mijn keuze maken, omdat ik wist ongeveer hoe de baan eruit kwam te zien en ik wist de voorgeschiedenis ook. We werden heel erg goed bijgehouden wat er gebeurde of wat aankwam. Dus ik vond die informatie naar ons heel goed.	urely from personal experience. Very clear. I was able to make my choice very quickly, because I knew roughly what the job would look like and I knew the history too. We were very well kept up to date with what happened or what arrived. So I found that information to us very well.			
126	D17	We hebben gewoon vaak overleggen gehad. We hebben vaak nieuwsbrieven gehad. E-mails over de veranderingen die eraan kwamen. Maar meer ook als wij een moment kregen waar we gingen praten, ging het altijd over de veranderingen die eraan kwamen. Dus voor mij, alles wat er gebeurde is absoluut geen verrassing geweest. Helemaal niet.	We had a lot of meetings. We have often had newsletters. Emails about the changes that were coming. But even more so when we had a moment where we were going to talk, it was always about the changes that were coming. So for me, everything that happened was absolutely no surprise. Not at all.			
127	D4	Alleen vind ik wel op een gegeven moment, je hebt natuurlijk Herman die is weggegaan, jij hebt natuurlijk de taak van hem overgenomen en we hebben natuurlijk een tijdje wat weinig informatie gekregen over de vorderingen zeg maar van het uittesten en nou ja, noem maar op, want ik heb het idee dat het toch, nou ja, en heel complex iets is omdat je natuurlijk toch... je hebt iedere week andere acties, je hebt veranderende verpakkingen, leveranciers willen wel meewerken of niet meewerken, dat is een hele complexe verhaal	I only find it at a certain point, of course you have Herman who has left, you have of course taken over the job from him and of course we have received a little bit of information about the progress, say of the testing and well, you name it , because I have the idea that it is, well, and very complex because of course you do ... you have different actions every week, you have changing packaging, suppliers want to cooperate or do not cooperate, that is a very complex story	Frequency, communicate even if there is nothing new	Frequency of communicating information	
128	D8	We hebben natuurlijk in het begin heel veel informatie gehad en toen was het op een gegeven moment eventjes stil.	Of course we had a lot of information in the beginning and then it became quiet for a moment.			
129	D11	Wel in het begin, dat het allemaal zo ging en zo en wat er allemaal gebeuren ging, maar daarna was het wat stiller – want ik ben nog maar één keer geweest hier in dat gesprek heb ik nou gehad dan.	In the beginning, though, it all went like this and so on and what was going to happen, but after that it was a bit quieter - because I've only been here once in that conversation I've had.			
130	D13	Jullie hebben wel alles uitgelegd over die mechanisatie. Maar we hebben de laatste tijd, zo'n jaartje, zoiets, niks meer gehoord. De laatste tijd. We hebben vorige week alleen maar, net pas, gehoord over dat. Maar eigenlijk hadden jullie beter, dat je meer, om de drie maanden, uitleggen hoe dat gaat.	You have explained everything about that mechanization. But we have not heard anything lately, such a year, something like that. Lately. We only heard about that just last week. But actually you had better that you explain more every three months how that goes.			

	D16	En er werd wel wat gedaan in de kantines, maar het duurde iedere keer een half jaar lang. Of vier maanden. En dat vind ik best wel lang.	And something was done in the canteens, but it lasted for six months each time. Or four months. And I think that's pretty long.			
131	D7	Nee snap je wat ik bedoel. De informatie was redelijk goed, behalve de kleine periode waarvan ik zeg, nou toen wist ik het ook niet meer van wat er ging gebeuren. Nu is die informatie weer op... ja die komt binnen en ik weet weer waar ik aan toe ben en ik... En dat geluk heb ik ook natuurlijk dat als ik binnenkom, dan vraag ik aan iedereen van wat er gebeurd is.	No, you know what I mean. The information was pretty good, except for the small period that I say, well then I knew it too no more of what was going to happen. Now that information is againon ... yes it comes in and I know where I stand and again! ... And of course when I come in to work, then I ask everyone what happened.			
132	D18	We wisten dat het alleen houdbaar zou zijn, dus wat zou ik willen. Ik denk, jee. Dat heb ik nooit, maar ik laat me een beetje niet ompraten, maar ik ben een keer in gesprek met jou gegaan van ik weet niet wat ik wil. Ik weet nog. En toen dacht ik: nee. Dit is niet wat ik wil, dus wat doe ik hier eigenlijk. Dat gesprek heeft mij wel geholpen	We knew it would only be sustainable, so what would I want. I think, dear. I never have, but I am not going to talk a bit, but I once had a conversation with you about I do not know what I want. I remember. And then I thought: no. This is not what I want, so what am I doing here? That conversation helped me a lot	TMT as coach	Preference who provides information	
133	D6	Nou, de echte informatie kwam meer van jullie. De teamleaders praatte ik ook veel mee, maar ik wachtte toch op bevestiging van jullie	Well, the real information came more from you. I also talked a lot to the team leaders, but I still waited for affirmation from you	TMT confirmation		