

Bachelor thesis  
Autumn semester 2007  
Supervisor: Jessica Eriksson

Author: Linnéa Larsson  
Peter Storhannus

## **Understanding leadership in successful non-profit organizations**

A case-study of IKSU

## **Abstract**

**Type of thesis:** Bachelor thesis

**Number of pages:** 98

**Title:** Understanding leadership in successful Non-profit organizations: a case-study of IKSU

**Authors:** Linnéa Larsson, Peter Storhannus

**Supervisor:** Jessica Eriksson

**Date:** 2008-01-24

### **Summary:**

Most leadership research has made within regular corporations or public sector organizations in the business world. However, the research on leadership in the non-profit organizations (NPOs) has been scarce even though these organizations play an important part in society and the economy as well. It is argued that leadership in NPOs is different from that of a for-profit organization due to the different preconditions that exist in a non-profit organization. The research question of this thesis is therefore; “what characterizes leadership in NPOs and what leadership styles can be found?”

Our purpose with this thesis is to provide an understanding of the leadership in a successful non-profit organization. More specifically, understand the leadership at IKSU. We identify IKSU as a combination between a mutual benefit organization and a voluntary association. We have chosen to make a case study by interviewing managers in different positions at the successful non-profit organization IKSU located in Umeå. The interviewees also answered a questionnaire about their leadership as a complement to the interviews. Further, a questionnaire was sent out to the interviewed managers’ employees in order to receive better contextual understanding about their self-perceived leadership. Literature about NPOs and leadership in both NPOs and for-profit organization has been used. Two frameworks are central throughout the thesis; the situational leadership model constructed by Hersey & Blanchard (1981) have been used to analyze and understand the leadership styles and the four cornerstones of leadership by Ekstam (2002) have been used to construct the interview guide and to analyze the leaders’ roles in the organization.

The results have shown that the leadership styles that we can find at IKSU are supporting and coaching and that the leaders most developed roles are the roles as developers and team-builders. We conclude that the use of high supportive behaviour might be due to both the fact that they have such close relationships between leaders and subordinates that the leaders feel uncomfortable adopting a low task/low relationship style, as that could instead damage the close relationship and lead to lower motivation and commitment from the employee. Another reason to use high relationship leadership style is due to that there exist no clear goals within the organization. The leaders work close together with their employees and the employees seem to work independently, thus with the support from the leaders. They let the employees be part of the decision making processes and they take care of the employees skills and knowledge rather than doing everything themselves. Further, they lead the employees through the constantly changing organization and understand that the organization have to develop since the profits have to be reinvested which will lead to further development of the organization.

## Table of contents

<b>1. Introduction</b>	1
1.1 Background	1
1.2 Problem discussion	2
1.3 Purpose	4
1.4 IKSU	4
<b>2. Theory</b>	6
2.1 Research approaches to leadership	6
2.2 Definitions of leadership	8
2.3 Leader or a manager	8
2.4 Leadership styles	9
2.4.1 The situational leadership model	10
2.5 Leadership roles	12
2.5.1 The four cornerstones of leadership	13
2.6 Non-profitable organizations	17
2.6.1 Identification of the concept	17
2.6.2 Differences between NPOs and for-profit organizations	18
2.7 Leadership in non-profitable organizations	18
2.8 The cultural aspect	19
2.9 Summing up	19
<b>3. Method</b>	20
3.1 Research approach	20
3.2 Literature search and selection	21
3.3 Perspective of the thesis	21
3.4 Research method	21
3.5 Respondent selection	22
3.6 Design of interview guide and questionnaire	24
3.7 Execution	24
3.8 Quality issues	26
<b>4. Results</b>	28
4.1 Interview results	28
4.1.1 Former Administrative Director	28
4.1.2 Managing Director	30
4.1.3 Manager for Group Workout activities	35
4.1.4 Manager of prophylaxis	39
4.1.5 Sales Manager	44
4.1.6 Staff Manager	50
4.2 Questionnaire results	55
<b>5. Analysis</b>	59
5.1 Leaders' background	59
5.2 Perspective on leadership	60
5.2.1 Leadership definitions	60
5.2.2 Leader or a manager?	60
5.2.3 Leadership styles	61
5.3 Relationship with employees	62
5.3.1 Friendly relationships	62

5.3.2 The informal working environment	63
5.3.3 The cultural importance	64
5.3.4 Team work	64
5.4 Communication and information flow	65
5.4.1 Information through meetings	65
5.4.2 Creativity and handling of ideas	66
5.4.3 How employees and managers view change	66
5.5 Organizational goals	68
5.6 End discussion	69
<b>6. Conclusion</b>	<b>74</b>
6.1 Leadership at IKSU	74
6.2 Leadership in NPOs	75
6.3 Contribution	76
6.4 Further research	76
<b>7. References</b>	<b>78</b>
<b>8. Appendices</b>	<b>80</b>
8.1 Interview guide	80
8.2 LASI – leader questionnaire	82
8.3 LASI – subordinate questionnaire	89
8.4 Original LASI questionnaire	96
8.5 Determining leadership style and style adaptability/effectiveness	97
8.6 Mail to the managers at IKSU	98

# 1. Introduction

In the first chapter we will introduce the topic of leadership and how it is assumed to vary depending on the situation. From this assumption, we will further argue that leadership would therefore be different depending on the type of organization. This will lead us into the organizations in the non-profit sector in which leadership research is scarce, and due to the specific characteristics of NPOs, leadership should be different from that of a for-profit organization.

## 1.1 Background

Dwight D. Eisenhower said once: “Leadership is the art of getting someone else to do something you want done because he wants to do it” (Hughes et al, 2006, p. 405). With these words, Eisenhower gave an early definition of leadership that has gained consensus among leadership researchers in later decades. Namely that leadership has to do with some form of influence over its followers (Yukl, 2006, p. 3) and that in order to manage a successful organization the leader has to create commitment among the employees and a willingness to strive for improvement (Ekstam, 2002, p. 11).

In the last decades society has changed radically, new technology has increased the possibility of communication between people and information flow in organizations. Many companies are facing competition abroad and there is an increased pressure in working life in general. This increases the pressure on the individuals in the managerial positions, a manager cannot sit in his or her office and delegate tasks to subordinates, a manager also has to *lead* its employees. According to Ekstam (2002), many organizations are moving towards a more decentralized structure, and fewer middle managers, which are creating larger areas of responsibility for the remaining managers. Due to the changes in society and in many organizations, he argues that the managerial role has changed from a “controlling boss” to “involved leadership”. Ekstam (2002) is also making a distinction between a manager and a leader. A manager is a person who has been given authority from a higher instance and a leader is a person who has been given the authority from below.

Today, many successful leaders can be found in the business world. Bill Gates, Meg Whitman, Warren Buffet and Ingvar Kamprad are just a few examples of individuals who have been highly successful in their respective organizations and in the business world as a whole. What leadership characteristics and styles do leaders in successful organizations possess and how did they become successful leaders has for a long time been based on speculation. Research about leadership did not begin until the twentieth century and different approaches to study leadership have had varying popularity over time. The focus of the research was to determine the leadership effectiveness, and researchers have tried to discover what traits, abilities, behaviors, sources of power and aspects of the situation that determines how well a leader can influence his or her followers and accomplish the set objectives for the organization (Yukl, 2006 p. 2). This has led to different research approaches used when studying leadership. They are: trait approach, behavior approach, power-influence approach,

situational approach and integrative approach. All have had varying popularity over time and the methods used have varied greatly (Yukl, 2006, p. 3). This shows that leadership has been a difficult area to study since it tends to vary depending on the situation and the milieu in which the leader acts (Hughes et al, 2006, p. 351). It has also been shown that successful leadership is highly dependent on the context, meaning that a leadership style would be more appropriate to use in certain situations than in others. The situational approach takes these factors into account and suggests that leadership is highly influenced by contextual factors (Hughes et al, 2006, p. 330; Yukl, 2006, p. 14).

Departing from a situational approach, there is thus a reason to believe that leadership would look different depending on what type of organization it is. Three broad distinctions between organizational forms can be made, the for-profit sector, the public sector and the non-profit sector. The for-profit organization is a company that strives for profit maximization and has shareholders that have an interest in dividends. The public sector consists of organizations that are owned by the government and funded by taxes. Finally, non-profit sector, organizations are often associated with having a social mission, such as saving the environment, assisting elderly people or feeding the homeless. Instead of distributing profits to shareholders it is not uncommon that they reinvest eventual surplus into the organization (Morris et al 2007, p. 102). These organizations also play an important part in society and the economy. For example, the non-profit sector constitutes approximately 2,5% of the total labor force in Sweden, meaning that around 100 000 people are working within this sector (Idea, 2007). Most leadership research has taken place within regular corporations or public sector organizations in the business world. However, the research in the non-profit organizations has been scarce, meaning that the world of non-profits is rather uncharted. This motivates for further research in many areas in the field of NPOs.

## **1.2 Problem discussion**

The discussion above indicates that the goal and purpose for the NPO, compared to a profit- and public sector organization, could be regarded to be both broader and vaguer than a profit-organization. This makes it harder to measure progress towards the set goals. Further, this would in turn affect the conditions of leadership within the organization (Lindberg, 1999, p.38). Lindberg (1999) argues that one fundamental difference between a profit organization and an NPO is the requirement for democracy among the members. Many managers that have moved from a profit organization into a leading position within an NPO have faced great opposition from the members when trying to adopt his or her leadership style (Lindberg, 1999, p.40). This is supported by Jonsson (1995) who emphasize the democratic feature as a fundamental characteristic of NPOs and argues that leadership within this organizational form is a two-way process. The organizational members lead by making decisions at meetings, through debate and a critical eye of the operations. At the same time the members are affected by the different measures and activities that are initiated by the managers (Jonsson, 1995, p. 34). It is therefore crucial that the management creates legitimacy for the organizational standpoints and issues.

The arguments brought forward states that leadership in NPOs is different from that of a profit organization due to the different preconditions that exist in a non-profit organization. A question that one could ask is then how to be a successful leader within this context? As already mentioned, there is very little literature that discusses the differences in leadership that occurs when acting in a non-profit organization; most research and literature about leadership in organizations have taken place in for-profit and public sector organizations. In literature, two terms are commonly used when discussing leadership, namely the leadership style and the leadership role. For example, a leader could have a coaching leadership style, encouraging and motivating the employees to perform. At the same time, the leader could have the role of a role model, understanding that his/her behaviour and actions will influence the subordinates (Hersey & Blanchard, 1981; Ekstam, 2002). Both parts are important aspects of leadership, and are needed in order to get a broader understanding of the subject.

The literature that we have found regarding leadership in non-profit organization are emphasizing that there is a need for more research in the subject (Lindberg, 1999, p. 24; Jonsson, 1995, p. 34). However, we have found some research that discusses leadership in NPOs. For example Schmid (2006) presents a perspective that views a successful leader in a human and community service organization as an individual that could create a vision and induce commitment for it. Schmid (2006) continues by arguing that it is important to create an awareness of different leadership patterns that can be adopted in order to lead and influence the employees successfully. Another article by Hoffmann (2006) takes the perspective of the regular employees in nonprofit jobs and that the aspect of loyalty towards the ideological goals of the organization is not to be underestimated. This could indicate that it is important for the organizational members that the actions of the leader reflect and support these ideological goals. Arising from these theories is the question of motivation. Since it is established that a NPO do not distribute profits to shareholders, part of the motivation through monetary terms is lost when acting in an NPO. However, Kotter (1990) who distinguish between being a manager and a leader argues that motivation through monetary terms is most important for a manager, a leader is motivated through the work itself. Even though Kotter (1990) had profit-organizations in mind when stating this, it is interesting since it should be equally applicable to a leader in an NPO. The leader enjoys the work and that it is motivation enough to perform in the best interest of the organization.

To summarize, it is argued in literature that leadership *is* different in NPOs compared to a profit organization, but not explicitly explained in what way it differs. It is the specific organizational environment in an NPO that creates different preconditions for leadership that cannot be found within an ordinary profit-seeking company. Further, one has to bear in mind that the term “non-profit organization” does not mean that the organization is not making money, i.e. being unprofitable. Just as a for-profit organization could be regarded as successful if it can carry out its business activities at a profit, the same applies for a non-profit organization. As long as the NPO are able to fulfill its purpose and at the same time maintain a healthy economy (i.e. not going bankrupt), it could be regarded as successful.

Therefore, we have formulated our research question as follows:

*What characterizes leadership in successful NPOs, and what leadership styles can be found?*

In order to understand what characterizes leadership in an NPO, we believe that it is necessary to have access to the organization, meaning that it is in the area. We also argue that in order for our findings to be of value to other readers, the organization should be successful. This way, our findings will be of more useful value and thereby give an understanding for how one “could” lead a successful NPO.

Since leadership in an organization often consists of a group of individuals in different managerial positions, we argue that it is highly important to have access to several leaders in the organization, this in order to get a better understanding of the leadership that exist in the organization. Following from this discussion and the stated preconditions for our study, we have chosen to interview leaders in the management group at IKSU, a successful non-profit organization located in Umeå.

### **1.3 Purpose**

Our purpose with this thesis is to provide an understanding of the leadership in a successful non-profit organization. More specifically, understand the leadership at IKSU by interviewing leaders in different managerial positions.

### **1.4 IKSU**

IKSU stands for “Idrottsklubben Studenterna I Umeå” and is a non-profit organization that was created may 5<sup>th</sup> 1959 (IKSU A, 2007). The purpose of the organization is to enable its members to practice sports, outdoor- and prophylaxis activities as well as promote camaraderie (IKSU A, 2007). In the beginning, IKSU consisted only of an association, created by the students, where they used an old courtyard facility to exercise. In order to be able to build its own sport facilities, they needed capital. Therefore, an institution that consisted of IKSU, Umeå University and the student union was created in 1983. The first sport facility was built the same year and is located where IKSU Sport is today. Over the years, the facility has continuously expanded by the creation of more facilities with gyms, indoor swimming bath, beach volleyball, locker rooms, offices, restaurants etc. (IKSU B, 2007). In 1997, a new facility called IKSU spa was built. This was located in the west part of Umeå and was the first time that IKSU established itself outside of campus. In 2000, a new managing director was hired. The new director decided to privatize some parts of the association (former board member, 2007). This has led to that IKSU consists of three parts; the association<sup>1</sup> (förening), the institution<sup>2</sup> (stiftelse) and the corporation<sup>3</sup> (bolag).

---

<sup>1</sup> An organization with a non-profit purpose which is built upon democratic values and is led by a board (Förening.se, 2008).

<sup>2</sup> A large amount of capital that is governed by one or more juridical persons (Skatteverket A, 2008).

<sup>3</sup> A for-profit organization.

Today, the facilities at IKSU sport and IKSU spa cover over 25 500 square meters and are still growing (Managing Director, 2007). The constant growth of IKSU has led to that the organization is in continuous change. According to the Managing Director, everybody in the organization is affected by it since the changes does not only affect to the organizational structure, but also to the people in their everyday work. The aspect of change has to be taken into account since, as already been discussed earlier, a changing environment could affect the conditions of leadership.

There exist several different types of NPOs, Morris et al (2007) present three general groups. Philanthropic organizations which focuses on donating resources to those in need, Advocacy organizations which exist to support a certain cause (environmental issues for example) and Mutual benefit organizations which provide services to the community, often at a fee. It could be a health clinic, schools for deaf etc (Morris et al, 2007, p. 107). Jonsson (1995) defines the Swedish concepts of voluntary association/voluntary organization, which are also part of the NPO sector. A voluntary association consists of three elements; (1) it is built in order to serve the common interest of its members, (2) the membership is voluntary, (3) the organization exists independently from the government. This definition used in Sweden is very broad and could be said to include both Philanthropic and Advocacy organization.

We identify IKSU as a combination of a mutual benefit organization and a voluntary association. IKSU could be identified as a mutual benefit organization since the members pay a fee to have access to the sports facility and since the organization is created for the students in Umeå. It also fulfills the three elements required for a voluntary association. The profits are reinvested in the organization and in the facility which are for the benefit of the members. IKSU is built upon the common interest of the students, its' members, the membership is voluntary and the organization is independent from the government which is the three element of a voluntary association.

## 2. Theory

In this chapter we will present some background of different research approaches to leadership. We will also discuss how we see leadership and how it fits into the context of our study, this will lead to a definition of leadership that we find appropriate. Further, an introduction of four cornerstones that makes up successful leadership will be presented. Also, different leadership styles will be discussed and a test to see what leadership style one has will be presented. From here we will move to discuss the different organizational forms that exist, what type of organization that we will focus on in this study and how it differs from the profit-organizations that often are used when conducting similar studies about leadership.

### 2.1 Research approaches to leadership

When conducting leadership studies, researchers has tended to focus on only one leader characteristic, such as leadership traits, leadership behavior or power. According to Yukl (2006), this has been common practice for the last decades and it has lead to the following five approaches: the trait approach, the behavior approach, the power-influence approach, the situational approach, the integrative approach (Yukl, 2006, p. 12).

***Trait approach:*** This was one of the earliest approaches used when studying leadership. During the 1930s and 1940s there was an assumption that some people are natural leaders and therefore possess personal attributes that other people do not have (Schmid, 2006, p. 180). Therefore, this approach focused on identifying attributes of the leader such as personality, motives, values and skills in order to find the traits that would guarantee leadership success. However, despite the massive research effort, researchers failed to identify leadership qualities that would lead to success (Yukl, 2006, p. 13; Schmid, 2006, p. 180). As a result, the popularity of doing research on leadership traits declined and the focus shifted towards studying other leadership phenomena instead, such as leadership behavior. Today, this approach has regained some popularity as research about intelligence and various personality traits have shown to have an influential effect on people. (Hughes et al, 2006, p. 159).

***Behavior approach:*** It was during the 1950s that researchers began to shift focus from what traits a manager had to what a manager actually did on the job. This approach consists of two subcategories. The first examines how managers spend their time on the job, what responsibilities they have and how they perform in certain situations that they are faced with in their jobs. From this, two main concepts emerged. A leader was leaning towards being either employee oriented or product oriented. These two concepts have also been known as autocratic (task) and democratic (relationship) orientations or “initiating structure” and “consideration” (Schmid, 2006, p. 180). Research was carried out by descriptive methods such as observation, questionnaires and interviews. The other subcategory focuses on identifying effective leadership behavior. The method of collecting data for this task is mainly to make a survey field study where the correlation between leadership behavior and indicators of leadership effectiveness are examined (Yukl, 2006, p. 13-14). This approach has

never had the same kind of decline in popularity as the trait approach. Instead, this approach has served an important purpose in that it has directed attention to leadership behavior that is important for success (Hughes et al, 2006, p. 235). The continuous research within this area has led to the development of competency models and 360-degree feedback instruments (Hughes et al, 2006, p. 235).

***Power-Influence approach:*** This research focuses on the influence processes between leaders and other people. The purpose of this research is to explain leadership effectiveness by looking at the amount and type of power that a leader possesses and how it is exercised. This approach states that there exist five sources of leader power: Expert, referent, coercive, reward and legitimate. By reflecting upon these different sources, leaders may better understand how they can influence their followers (Hughes et al, 2006, p. 128). The most common methodology has been to use survey questionnaires to relate power to various measures of leadership effectiveness. Other research methods have used questionnaires and descriptive incidents to see how leaders influence his or her followers' behavior and attitudes (Yukl, 2006, p. 14).

***Situational approach:*** this approach suggests that leadership processes are highly influenced by contextual factors. Some researchers noted that great leaders emerged during economic crises or revolutions, and therefore they argued that leaders are made out of the situation, not born (Hughes et al, 2006, p. 330). Some situational variables that are taken into account when studying the situation are for example characteristics of the employees, the type of organization and nature of the external environment. This approach is divided into two subcategories. The first category deals with leadership processes and to what extent they are the same or unique in different organizations. This is mostly studied by conducting comparative studies of different situations where the dependent variables could be managerial attitudes and behavior patterns. The other category looks to the relationship between leader attributes and leadership effectiveness. The approach is based on the idea that different leader attributes will be more effective in certain situations and less effective in others (Yukl, 2006, p. 14).

***Integrative approach:*** In recent years it has been common that researchers include two or more leadership variables in the same study. This approach involves several leadership variables in the same study, such as leadership traits, behavior, situational variables, outcomes etc. However, there are few studies that have included all of them. An example of the integrative approach is the self-concept theory of charismatic leadership, which tries to explain why the followers of some leaders are willing to make personal sacrifices to accomplish group objectives. (Yukl, 2006, p. 15)

### ***Our approach***

Since we want to understand the leadership at IKSU and assume that the leadership in an NPO will differ somehow from that of a for-profit company, a combination of both behavioral aspects of leadership as well as a situational approach would be preferable. This will enable us to understand both how the leaders in the organization behave as well as how

their behavior varies in different situations. Therefore, the theories that we will combine when conducting our study would mean that we are leaning towards an integrative approach.

## **2.2 Definitions of leadership**

In order to discuss leadership we have to define what it means to be a leader and what distinctions is made from being “just” a manager. Yukl (2006) presents several definitions and argues that researchers often define leadership depending on their individual perspectives and what is of most interest at the time when making a study, meaning that leadership could vary depending on what context you put it in. This shows how wide the concept of leadership really is. Yukl (2006, p. 3) discusses some definitions that have been presented over the past 50 years:

- Leadership is “the process of influencing the activities of an organized group toward goal achievement.”
- Leadership is “the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of the organization”.
- Leadership is a process of giving purpose to collective effort, and causing willing effort to be expended to achieve purpose.
- Leadership is “the behavior of an individual, directing the activities of a group toward a shared goal.”
- Leadership is “the process of making sense of what people are doing together so that people will understand and be committed.”

According to Yukl (2006), these definitions agree to a large extent with each other in that it is often a process where the leader is influencing other people to achieve the goals of the organization. This view is also supported by Ekstam (2002), who says that leadership is about living as one teaches, creating an attractive picture of the future which everyone want to be part of, make the co-workers work with her and make them perform and make people cooperate (Ekstam, 2002, p.14). This statement by Ekstam is a bit broader than the definitions presented, but the underlying meaning is that that successful leadership is about influencing and motivating the employees to cooperate and achieve the goals of the organization. This is the view of leadership that we choose to adopt for our study.

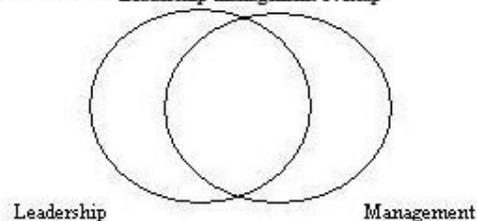
## **2.3 Leader or a manager?**

The term manager is to many people closely related to a leader. A manager is often in a position within an organization where he or she has the authority to command others and decide the course of action. Even though a manager could be seen as a leader, it does not necessarily mean that he or she has good *leadership* skills. Kotter (1990) makes a distinction between a manager and a leader by stating that modern management deals mainly with planning and budgeting, organizing and staffing, controlling and monitoring. A leader, on the

other hand, deals with establishing a sense of direction by developing a vision of the future. A leader also has to communicate with the employees, support cooperation, motivate and inspire the employees in order to create commitment to the goals (Kotter, 1990, p. 4). This means that an individual could be a manager without being a leader, or a leader without being a manager.

Bennis & Nanus and Zaleznik take it to the extreme and argue in Yukl (2006) that leadership and management are mutually exclusive, meaning that management and leadership cannot exist in the same person. Some are managers and some are leaders. The distinction between the two is shown in the definition that they make. A manager values stability, order and efficiency whilst a leader value flexibility, innovation and adaptation (Yukl, 2006, p 5). When taking it to the extreme it is clear that the two terms could not co-exist in the same person. Most scholars agree though that even though they view leading and managing as different processes, a leader and a manager could be the same person (Yukl, 2006, p. 6). Hughes et al (2006), makes a clear example out of this in figure 2.1. They show leadership and management as two over-lapping functions.

Figure 2.1 Leadership-management overlap



We agree with Hughes et al (2006) in their view that leadership and management are two over-lapping functions. Our standpoint is that management is connected with a person's official tasks and responsibilities that come with having a specific position within an organization. Leadership is therefore connected to the manager by that he or she has to influence and motivate the employees in order to achieve the goals of the organization.

## 2.4 Leadership styles

A person's leadership style could be seen as the "consistent patterns of behavior which you exhibit, as perceived by others, when you are attempting to influence the activities of people" (Hersey & Blanchard, 1974, p. 34). As mentioned above, making research about leadership behavior and styles began in the late 1940s and early 1950s (Yukl, 2006; Schmid, 2006; Hughes et al, 2006). A lot of studies had been made on the leaders personal attributes, supposing that leaders are born rather than made. However, identifying these attributes was hard and the traits approach was soon rejected (Schmid, 2006, p. 180). Another method arose, that was not to study how leaders "were" as individuals, but how they "behaved" and what they did on the job (Hughes et al, 2006, p. 201-202).

Central to the concept of leadership styles is task behavior or relationship behavior. Throughout the literature, leadership styles are also known as authoritarian or democratic behavior, initiating structure or consideration, goal emphasis & work facilitation or Leader support & interaction facilitation (Hersey & Blanchard, 1981; Hughes et al, 2006; Yukl, 2006; Schmid, 2006). Hughes et al (2006) gives a definition of task behavior as "...the extent to which the leader spells out the responsibilities of an individual or group. Task behaviors include telling people what to do, how to do it, when to do it, and who is to do it" (Hughes et

al, 2006, p. 368). Relationship behavior are defined as "...how much the leader engages in two-way communication; Relationship behaviors include listening, encouraging, facilitating, clarifying, explaining why the task is important, and giving support" (Hughes et al, 2006, p. 368).

In the beginning the opinion was that these two behavior patterns was either/or. Either you were authoritarian or democratic. This view was later abandoned when researchers observed leadership behavior in different situations and found that many leaders had styles from both task and relationship behavior, results varied considerably and they were unable to find a dominant style (Hersey & Blanchard, 1981, p. 36). In the following section we will present a model that takes these issues into account when testing ones leadership style.

#### **2.4.1 The situational leadership model**

When researchers studied leadership behavior they found that neither of the two behavioral patterns (task behavior and relationship behavior) was consistently related to leadership success, the effectiveness of the two behaviors was highly dependent on the situation. This view comes from the contingency theory where the relationship between leadership style and context is seen as highly important (Dulewicz & Higgs, 2004, p.107). Hersey & Blanchard (1981) created a test called Leader Adaptability Style Inventory (LASI) where 12 situations are presented where the leader has to decide his/her course of action. It plots the two behaviors on two axes, with four sub columns. This enables each column to be both high or low task and high or low relationship (Hersey & Blanchard, 1981, p. 36).

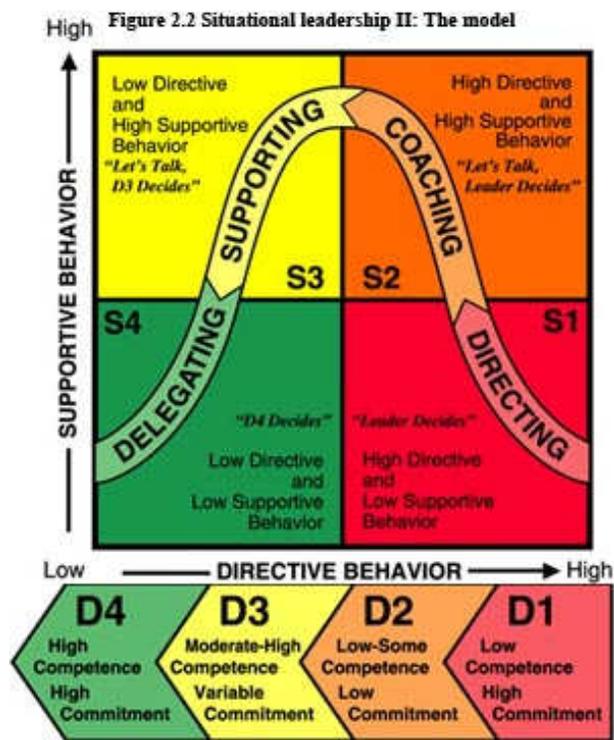
According to Butler & Reese (1991), the situational leadership model has been the most widely accepted model in large parts of the modern world. Some researchers criticize the model and believe that more research is needed in order to find empirical support for the predictions that the model makes in the workplace (Hughes et al, 2006, p.371; Butler & Reese, 1991, p. 38). According to Bolman & Deal (2003), this critique is not solely directed towards the situational leadership model, but towards contingency theories as a whole (Bolman & Deal, 2003, p. 342). In the early days of the model, there seemed to be a myth that the single best leadership style would be to have a high directive behavior as well as high supportive behavior, this would always lead to the best performance. The "worst" style was considered to be the opposite, low directive behavior and low supportive behavior. This has been called the "high-high myth" (Butler & Reese, 1991, p. 42; Hersey & Blanchard, 1981, p.38). This view was with time questioned by research and an understanding that there was no single all-purpose leadership style. In order to be successful, leaders had to adapt their behavior to meet the demands of the environment (Hersey & Blanchard, 1981, p. 38). In response to this, the effectiveness dimension was introduced. The dimension would diagnose the appropriateness of certain leadership styles in different situations by measuring the probability of success a specific style had (Hersey & Blanchard, 1981, p. 38). Another criticism of the model was the issue of validity, one example was that the recommended leadership style for unwilling and unable subordinates was to give them high direction and low support and thereby just telling them what to do. If behaving like this, nothing would

improve their motivation (Bolman & Deal, 2003, p. 343). This problem has been solved by implementing developmental interventions where the leader first assesses the employees' readiness level and thereby choosing the next higher leadership behavior. This intervention was designed to help the employees in their development and issues (Hughes et al, 2006, p. 370-371).

The model has continued to evolve through the years, the major flaws in the model has been fixed. New labels have appeared but the content is still pretty much the same. In its present form, the model is believed to be a useful way to get leaders to think about their leadership style and that their leadership effectiveness is about flexibility and being able to adapt the behavior towards different employees (Hughes et al, 2006, p. 371). This is why we have chosen the model as a tool to use to understand the leadership.

As can be seen in figure 2.2, the latest edition of the situational leadership model is shown. When taking the LASI-test, the sub column that most responses fall will be the "dominant" leadership style. The other quadrants will represent "supporting" styles depending on the frequency of responses in those quadrants (Hersey & Blanchard, 1981, p. 36).

When the dominant and supportive leadership styles of a leader have been decided, one could ask when it is best to use each style. What leadership style that is most effective in different situations has to be connected to the subordinates ability and willingness to accomplish a particular task (Hughes et al, 2006, p. 370). In the literature, this has been called the subordinates maturity level (Hersey & Blanchard, 1981, p. 40), employee competence and commitment (Hersey & Blanchard, 2007) or followers' readiness level (Hughes et al, 2006, p. 370; Bolman & Deal, 2003, p. 342). The different levels of employee maturity can be found in D1 – D4 in figure 2.2 above.



In order to assess the employees' maturity/readiness level, Hersey & Blanchard (1981) has created a system of deciding leadership effectiveness by giving each course of action a score ranging from +2 to -2 depending on which is most appropriate in that particular situation (Hersey & Blanchard, 1981, p. 40). Additional information on how to score the questionnaire can be found in 8.5 in the appendices. The employee maturity level is incorporated in the 12

questions in the LASI test. This means that the particular situation will be dependent on the relationships within a group and the commitment of the employees to complete a task. Therefore, employee maturity will have an impact on what leadership style is most appropriate to use. The different leadership styles can be explained best in relation to the level of maturity of the employees.

D1 (S1 = Directing): When employees are unable to achieve the task (low competence but have a high commitment, such individuals need direction from the boss. This style is focusing on the task and not on the relationship with the employee.

D2 (S2 = Coaching): When employees have some competence of the task but low commitment to achieve it, the most effective leadership style is to act as a coach. Explain the decision and give the employee an opportunity to ask for direction and clarification.

D3 (S3 = Supporting): When employees have fairly high competence and a variable commitment to achieve, the best leadership style would be to support the employee in order to increase motivation. Share ideas and discuss what to do and let the employee be the one that decide how to complete the task.

D4 (S4 = Delegating): When employees have a high competence and a high commitment to achieve the task, the best way is simply to delegate the task and let the employee themselves complete the task. No leader input is needed.

The test results will give the leader valuable insights to his/her own behavior as a leader and whether or not the leader are able to adapt his/her leadership style to different situations.

## **2.5 Leadership roles**

When talking about the leadership role, it is often the leadership *position* that people are referring to. Your leadership style reflects *how* you lead whilst leadership role reflects the nature of your leadership position. For example, your leadership style could be “coaching” and your leadership role and position could be that of a communicator. Ekstam (2002) has for two decades researched about what matters in a successful leadership in the 21<sup>st</sup> century. After discussions with colleagues, scientists and organizational leaders he has made the conclusion that successful leadership is built upon four cornerstones; role model, communicator, team-builder and developer. In order to be successful, a leader has to be aware of, as well as continuously develop, each of these four leadership roles. The book combines scientific facts and practical examples and is written for leaders as a tool which they could use to improve their leadership roles, which we believe suit our purpose since we want to create an understanding the leadership in successful NPOs. A presentation of the four cornerstones, supported by other authors, is presented below and will work as a lens through which we will be able to use when we analyze the leadership roles.

## **2.5.1 The four cornerstones of leadership**

### ***The Role model***

Ekstam start with explaining that a leader directs the employees and set the norms for how they should act within the organization and it is important for the leader to behave in a way that he or she believes is suitable and appropriate for the employees to behave. He states that a leader is always a role model for the employees. The employees have to see the leader as a positive person and the leader has to be a good example and therefore it is important for a leader to develop his or her personality in such a way (Ekstam, 2002, p.17). In order to succeed as a leader it is important to understand that everything the leader send out to the employees about their performances and abilities will affect the employees´ way of working and how they view their working tasks. If the leader believes that people work because they are forced to, that people in general are not ambitious or able to take responsibility, the leader will soon end up with this kind of employees. On the other hand, if the leader views the employees as people who work to make their lives meaningful, prefer to take responsibility and are creative with problem solving skills, the employees will be of that kind (Ekstam, 2002, p.23-24).

The leader is often more important to the employees than the leader thinks. Therefore it is significantly important for the leader to be aware of what signals that are sent out to the co-workers. Bolman & Deal (2003) state that leadership is not simply a matter of what a leader does, but what is in a relationship. They state that “leaders are not independent actors; they both shape and are shaped by their constituents” (Bolman & Deal, 2003, p.338). There are a numbers of abilities a good leader needs; a good leader has the ability to see possibilities rather than problems and understands that the organization has to change and develop in order to survive. A successful leader has to be supportive. A good leader also has to make the employees know that he/she believes in them, give the employees encouraging attention and make them know that he/she respect them as employees and as human beings. Further, the leader has to make sure that goals are clear in order to make the employees understand them. A good leader also creates goals that give the employees positive energy and challenges which make the employees grow as individuals and develop. When facing a problem a good leader take care of them immediately rather than waiting the problems to solve themselves. He/she acts as a mediator rather than a judger when solving problems between co-workers (Ekstam, 2002, p. 58-59).

### ***The Communicator***

Clutterbuck & Hirst (2002) argue that communication is one of the central competencies in leadership; that leaders who do not communicate well are not good leaders. Ekstam agrees and says that it is significantly important that a leader is a good communicator. The communicator works for an open dialogue and creates involvement for the employees. He/she is a team-builder and makes the organization successful by fighting for high goals. He/she knows that the results will be reached through the employees and is therefore always there to listen (Ekstam, 2002, p. 75).

### *The imperfect communication*

Communication means much more than to only provide the employees with information. A leader's first task is to create the conditions which enable the employees to achieve good results. It is therefore important to create goals and guidelines within the organization with the needs of the customers in the centre and make the employees understand these goals in order to be able to reach them together. A leader also has to be the driving force in the organization by continuously informing the co-workers about the level of success of the organization and explain the reasons for this success. Third, a leader has to create a working spirit among the employees through team-building and by being good at handling conflicts. At the same time the leader has to co-work with the other managers and make sure that they are working in the same direction. Last, it is important to control the results and decide whether or not there is a need for changes in order to reach the set goals (Ekstam, 2002, p. 61). Other authors that support the importance of communication between the leader and the employees are Mindszenty and Roberts (2001) which argues that the leader of a team need training and support to develop strategies for sharing information with the employees and that effective communication occurs when there is understanding and when personal impact is respected (Mindszenty & Roberts, 2001, p.29).

Ekstam further states that a good leader has to be able to communicate with the co-workers and others in the environment. Communication means that the message has to reach the audience. The leader has to make sure that what was said also was understood by the employees. The human being does by nature only listen to what she believes is important and interpret the information positively if she has a positive attitude towards the one she is listening to and vice versa. The same words mean differently to different people due to gender, background and previous experiences (Ekstam, 2002, p.64-65). To start with it is important for the leader to realise and understand the complexity in communication and to have an open attitude towards information. Without open communication it is difficult for the employees to take responsibility and be a part of the organisation. When leaders withhold information about new changes within an organization it is often due to the fear that employees will make resistance, that all decisions has not been made about the change or that they do not know how to inform the employees (Ekstam, 2002, p.67-68).

### *The Team-builder*

For not long time ago most organizations were led by a "boss". Today, most of the big and middle sized organizations are run by leading- or management teams. The shift of power and authority from the individual to the team says a lot about the situation of today. Further, Belbin (1993) states that a lot of research supports the argument that; the fastest and easiest way to change the possibilities for an organization is to replace the top manager. Therefore, the decisive role of leadership is vital in developing organizations. Leadership is though always important and team leadership is no exception (Belbin, 1993, p.11). Ekstam (2002) states that the leader is dependent on the employees since it are their performances which make the organization going. It is therefore significantly important to make it work in an

optimal way. In order to build a team there is a need for more than just mix a group of individuals which will automatically start cooperate. It will take time and requires practice in order to create a well-functioning team where the employees work for the same goals (Ekstam, 2002, p.109). The importance of team-building is supported by several authors; one of them is Kaliprasad which states that teamwork is one of the key concepts when talking about how an organization could reach sustainable success (Kaliprasad, 2006, p.27).

### *The winning team*

Ekstam writes that in order to create a successful team the leader has to establish meaningful and challenging goals, make everyone's responsibility visible, take care of everyone's ideas and experiences, support each and everyone employee's development and notice every employee's efforts and results. The leader who works with these criteria when coaching a team will have the ability to create a winning team which is distinguished by the positive goal settings, a willingness to cooperate and an appropriate division of work (Ekstam, 2002, p.113-114). Further, the genuine situation for cooperation is when the individuals are equally dependent on each other in order to generate good results. Which means that the individuals cannot be finished with their assignment before the whole group is, and the group will not be finished until all individuals are. If this is the case it is important that each individual; understands how the whole problem will be solved, understands how he or she can contribute to the problem solution , notice other group members' contributions, understands the other group members' problems in order to support them to maximize their contribution (Ekstam, 2002, p.117).

### *The Developer*

Organizations today have to develop in order to continue being competitive. Only a healthy organization is able to develop, change and follow the changes in the environment. It is important that the organization itself is healthy and is functioning well in order for the teams in the organization to function. The managers as well as the employees are part of the creation of the healthy working place, and positive results will be created due to the employees' wellbeing. What characterizes a healthy working place is to what extent the employees are given; inspiring challenges, freedom, support for ideas, trust, a working place which feels alive, debate and risk taking. The healthy organization creates possibilities for the organization and the individuals in the organization to develop (Ekstam, 2002, p.159-164).

### *The creative human being*

In order for the organization to survive it continuously has to develop and therefore it is important to develop the employees. Morris et al. (2008) writes that there are three components of successful creativity in organizations and those are; expertise, motivation and creative thinking (Morris et al., 2008, p.139). The leader as the developer has to create the possibilities needed by the employees in order to develop, they will therefore be able to develop the organization which they run together (Ekstam, 2002, p.166). All research on creativity has shown that people will perform well and create good results if necessary

information is given about the subject before. It is the environment that makes a person creative in a given situation (Ekstam, 2002, p.168).

### *Enemies of creativity*

It is important that the leader let the employees and the environment be creative and that the leader is creative him-/herself. Three important factors which destroy creativity in an organization are; fear, bureaucracy, and knowledge. A frightened person is an uncreative person since the fear makes her blocked. This fear may appear due to low self-esteem or from specific factors in the environment. Further, in an organization where the rules and regulation are of most importance, creativity will be restrained. Bureaucracy makes it difficult for the employees to try new things and be creative since they want to avoid failure. Last, knowledge could be seen as something important for the creativity, but it could also be seen as something that restrain creativity. An organization that look back to see how to solve problems becomes an inflexible organization without creativity (Ekstam, 2002, p.170). This is supported by Roger Von Oech in Morris et al. (2008) which argues that all people can be creative and that they tend to be creative when they think illogically, are impractical and break existing rules. He argues that people's creativity gets blocked when they believe that they are not creative, are forced to follow the rules and get questioned about their new ideas (Morris et al., 2008, p.142).

### *4M-model<sup>4</sup>*

The employees have to actively participate in the changing processes and therefore they need to have the willingness to make the changes. The willingness has to be created by the leader through the factors which give the employees the possibility to understand the changes and become involved. 4M is a model for implementation of changes in an organization and describes how the leader prepares the employees for changes; through continues discussions and information flows the leader has to make sure that all employees are aware of the organization's situation and how it is affected by its' environment. If they have information about the organization the employees will not be surprised when suggestions for change are presented. The employees also have to understand the reason for a change and its timing in order to be willing to contribute to the changes. It is therefore important that the leader give the employees all the necessary information about the change and its consequences. In order to create motivation often a good justification is necessary. Further, motivation creates when people understands why the changes have to be made and when they realize that it will have a positive impact on them and the organization. Last, participation makes the employees feel participated in the changing process and they will feel more responsibility and therefore the final results will be improved. The employees should be involved in the changing-process at an early stage and be able to be part of the discussions (Ekstam, 2002, p.179-181).

---

<sup>4</sup> The 4M-model stands for awareness (medvetenhet), motivation (motivation), justification (motivering) participation (medverkan).

## **2.6 Non-profit organizations**

Here we will identify the concept of non-profit organizations. Since the concept is rather broad and include a number of different kinds of organizations and associations we will explain what organization we identify IKSU to be. Further, we will present the cultural aspect which could be found in NPOs and explain the reason for the importance of taking it into consideration.

### **2.6.1 Identification of the concept**

Non-profit organization (NPO) is a broad concept which could be understood differently by different people and therefore could be hard to identify. There are several types, both in the public and private sector which are discussed in the literature about NPOs. Though, the general definition of a non-profit organization is that NPOs operates without a commercial purpose, meaning that the possible profit will be reinvested in the organization which will benefit the members of the organization (Skatteverket B, 2007).

Morris et al. (2008) defines a NPO as a type of organization which could be of all sizes and typically serve a social purpose or public benefit and does not distribute profits to shareholders. The non-profit sector consists of a wide range of organizations serving different purposes. The different types of NPOs could be categorized into three general groups (Morris et al., 2008, p.106-107);

- Philanthropic Organization: These types of NPOs organize donations of resources to people in need and are motivated by the humanitarian purposes (e.g. foundations)
- Advocacy Organization: Supporters of causes or initiative (e.g. protect the environment or animals)
- Mutual Benefit Organization: These NPOs provide services to constituencies, sometimes for a fee but often below actual cost (e.g. health clinic, schools for deaf).

The research uses the concept of non-profit organizations in order to separate non-commercial organizations from for-profit organizations. Jonsson (1995) defines the Swedish concepts of voluntary association/voluntary organization, which are part of the NPO sector. A voluntary association consists of three elements; (1) it is built in order to serve the common interest of its members, (2) the membership is voluntary, (3) the organization exists independently from the government. Jonsson (1995) argue that with this kind of definition all types of non-governmental organizations would be identified as a voluntary organization and the concept of NPO will include the public sector organizations as well as organizations in the private sector. Voluntary organization is built upon the voluntary membership, the ideology and the democracy (Jonsson, 1995, p.26-31). This definition used in Sweden is very broad and could be said to include both Philanthropic and Advocacy organization since they fulfill the three elements required in order to be a voluntary organization.

## **2.6.2 Differences between NPOs and for-profit organizations**

Non profitable organizations do not have shareholders like for-profit organizations do. The NPOs' stakeholders are not interested in profit however their interest could be highly divergent and be of intangible value. The mission of NPOs is to create social value rather than generate profit and their goals are often not as clear and distinct as in for-profit organizations. Further, their management might not be as experienced and skilled as in organizations with a commercial purpose (Morris et al., 2008, p.108).

## **2.7 Leadership in non-profit organizations**

As we have argued earlier there is a need for research in leadership in the non-profit area. Authors such as Lindberg (1999) and Jonsson (1995) state that the literature about management is well developed, but the literature about management in NPOs need more research. Lindberg (1999) emphasises the importance of a separate research for NPOs since there are differences between non-profit organizations and for-profit organizations. Jonsson (1995) states that since the leadership concept has been developed through research in the for-profit sector it has been significantly influenced by that. For-profit organizations serve a commercial purpose and strive towards financial and technical efficiency which NPOs does not (Lindberg, 1999, p.34). This is also supported by Drucker (1990) which states that in no area are the differences greater between businesses and non-profits institutions than in managing people and relationships.

Lindberg (1999) argue in favour of the differences in the leading positions in the two separate organizations. He states that it is more difficult to manage a NPO since the leaders are expected to be effective in their work and at the same time stand up for their ideals and values which the organization is built upon. It could also be difficult to manage or lead an NPO since part of the working force is employed while others work voluntarily which could create conflict that are difficult to handle (Lindberg 1999, p.11-12).

Taliento et al. (2005) have interviewed leaders who have run both NPOs and for profit organizations and writes in their article that it is harder to succeed in the non profit sector since; (1) the goals are more difficult to achieve since they tend to be behavioural and (2) the goals are harder to measure. The board members in NPOs start with different set of goals unlike the for-profit organization where the board members arrive with the same goals of maximizing the shareholder value. The performances in an NPO are difficult to measure, since those are dealing with intangible issues such as social change, public attitudes and behaviour which cannot be measures with simple financial tools. The communication within the organization is important independently of what kind of organization it is. In NPOs influencing and motivating is though significantly important. Since rewards and formal control is rare in NPOs, status is a large motivator opposed to money and power. The authority in the NPOs is more decentralized and the workers do not see the head of the organization in a traditional way and do not expect that the person who would normally be the chief executive officer to be in charge of the organization. Further, one of the

interviewees states that NPOs are harder to run since the quality and amount of staff is thinner. He also believes that leaders in NPOs are more entrepreneurial since the resources and employees are fewer and since they run with a less certainty (Taliento & Silverman, 2005).

## **2.8 The Cultural aspect**

Since we have identified IKSU as a voluntary association or social movement organization and since those often are built upon an interest and created to serve a purpose or social benefit, we have reason to believe that the organizational culture is of great importance and a central aspect to take into consideration when analysing the leadership at IKSU.

Culture could be identified as an organization's basic beliefs and assumptions about what the company is about, how the members should behave and how it is identified in relation to the external environment (Morris, 2008, p.250). Business culture or organizational culture is important according to several authors; Morris et al. (2008) argue that it is important for organizations to have a clear identified culture in order to create a sustainable entrepreneurial spirit within the organization. This is supported by Kaliprasad (2006, p. 27) which identifies organizational culture as "a pattern of shared, basic assumptions that the group learned as it solved problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems" or "the way we do things around here". Further, Kaliprasad (2006) states that in order for an organization to create sustainable success they have to create a high performance business culture.

## **2.9 Summing up**

In this chapter we have presented some tools in order to define and assess what leadership styles and leadership roles exist within an organization. The framework provided by Ekstam (2002) will be used as a base from which we can derive important questions that will be raised during our data collection and then discussed in the analysis. Further, the Situational Leadership Model by Hersey & Blanchard (1981) will be used to measure how the leaders behave in different situations and thereby understand what leadership style they use. Effective leadership and their behavior is said to be affected by the environment, this makes it important to take the environmental factors in consideration when analyzing our data. The organizational form of interest to us in this study is a non-profit organization, also known as an NPO. This makes it important to introduce literature and concepts about NPOs and how they differ from ordinary organizations and how leadership in this context could look like. We believe that we have covered the area of our study with the theory, literature and ideas presented and therefore, we are equipped with the tools should be able to fulfil the purpose of our study, to understand leadership in a successful non-profit organization.

### **3. Method**

In this chapter we will explain our line of thought when looking for and selecting relevant literature, what approaches we adopt as well as argue to why they are appropriate to use. We will discuss our methods of collecting data and we will argue for the choices that have been made during the development of this thesis.

#### **3.1 Research approach**

Since the purpose of our study is to understand the leadership in a successful non-profit organization, we wanted to acquire an understanding of both the organization and the leaders that work within it. When looking to go in depth and understand a phenomena, a qualitative method is often more appropriate to use instead of a quantitative method (Patel & Davidson, 2003, p. 118). Since our aim is to understand leadership in the context of a non profitable organization, we are not only concerned with description of reality but also with a contextual understanding of leadership behavior. We want the leaders to give us their perspective of leadership as well as their thoughts and opinions regarding their role as a leader. We therefore believe that a qualitative approach to collecting our material. The nature of data collection in qualitative methods can explain to a larger extent how the people that are being studied see their own world. In order to understand that world, it is important that we are able to grasp the opinions and thoughts of the chosen individuals. Only when people are able to explain their thinking and perspectives, we will be able to interpret the meanings and gain insight into their social world. In literature, this approach within qualitative research is called interpretivism/hermeneutics and is a contrasting epistemology to the positivistic view in quantitative methods. This approach emphasizes the interpretation and understanding of human behavior and would fit our cause very well (Bryman & Bell, 2003, p. 15-16; Patel & Davidson, 2003, p. 28).

As already mentioned, there exist little literature that discusses leadership in non-profit organizations, there is thus hard to find general principles and theories that draw conclusions of leadership in NPOs. A strongly deductive approach (Johansson Lindfors, 1993, p. 55) is therefore not preferable to use in our thesis since we lack relevant theories about leadership in NPOs. However, we still use a deductive element when conducting our study. Since the aim of our research is to understand the leadership in a non-profit organization, we have created our theoretical framework out of established literature both in the field of NPOs as well as leadership in profit organizations. This means that we are not completely inductive since we partly have made a foundation of established theory in our thesis. Instead, we combine the two approaches by creating a theoretical framework and letting our empirical findings influence our continued search of literature. The preferred approach in our case is therefore iterative (Patel & Davidson, 2003, p. 24-25), since we did not want to ignore existing theories and models that could be relevant for us to use. At the same time, we wanted to be open for new empirical observations that could influence our theoretical perspective (Johansson Lindfors, 1993, p. 60). During the beginning of our research, we looked for literature that we believed was of relevance for our purpose. This enabled us to let theory guide our data

collection and at the same time as the empirical material was collected, we discovered new concepts and themes that we had not covered in our theory chapter. Instead of ignoring our new findings, we adopted an iterative approach and searched for relevant literature in order to gain additional perspectives.

### **3.2 Literature search and selection**

In order to get an overview of the existing knowledge in the field we used the databases Emerald full text and Business Source Premier. In addition to the articles found in the databases, all other literature has come from the university library. Our main key terms have been: leadership, non-profit organizations, leadership styles, NPOs. We have also searched for authors whose names have been referred to in interesting articles and other literature. As our collection of data progressed, we found new relevant themes that demanded that we searched for literature continuously during the process. When searching for literature about leadership in non-profit organizations, we focused first on finding Swedish literature. This was due to that we believed the concept of an NPO could slightly differ between countries due to various regulations for organizations, tax laws etc. However, we became aware that the amount of relevant literature in Swedish was rather limited, so we were forced to widen our horizons and look for research abroad as well. Apart from the fact that there was so little Swedish literature about the subject, choosing literature from authors outside of Sweden will improve the theoretical foundation when including more perspectives to the area of research. However, we have made sure that the authors perspectives of leadership is coherent with the view that we have adopted. As the literature search progressed we started to form a theoretical map, listing what theories we were planning on using and what literature those theories would be based on. This enabled us to have a “map” of the theory chapter where we continuously could add literature if we found them to be relevant to the theoretical area.

### **3.3 Choice of perspective**

This thesis is written from a leadership perspective. This is due to the fact that we are primarily interested in contributing with knowledge that is valuable to other leaders. By understanding leadership in a successful NPO, we wish to provide other leaders with relevant information on how and why some leadership styles are more effective to use than others in certain situations as well as provide an understanding for how and why to act in the appropriate leadership role.

### **3.4 Research method**

In our thesis we have chosen to focus on understanding the leadership at IKSU, a successful non-profit organization. Therefore we believe that a case study design would be preferable. This means that we will make a detailed and intensive analysis of the leadership within the organization. The purpose with a case study is to *understand* rather than to *explain* something (Ejvegård, 1996, p. 32), which is exactly what we are aiming to accomplish with our thesis. A limitation of making this kind of study is that the results of one single is not representative for all cases, this means that since the results is not generalizable, you have to be careful of the

conclusion that you make (Ejvegård, 1996, p. 31). However, the results can be transferable to other contexts depending on the similarity of the situation in that particular environment. The degree of transferability of the results is therefore decided by the ones who wish to apply the study in their milieu (Merriam, 1994, p. 187).

Since we wanted to understand leadership at IKSU, we decided that interviews with individuals in leading positions would be necessary. We wanted them to express their opinions and thoughts relatively freely during the interviews and therefore, we felt that a semi-structured interview guide would fit our needs. This type of guide would allow the interviewee to answer the questions with his/her own words and thus give the interviewee a lot of flexibility on how to reply (Bryman & Bell, 2003, p. 343; Patel & Davidson, 2003, p.78). The rich information gathered from the semi-structured interviews would allow us to interpret and understand their perspectives of leadership.

We also used a questionnaire as a complement to the interviews. The questionnaire is an established test used to see what leadership style the respondent has. Interviews and observations are primary sources of information when doing a case study (Merriam, 1994, p. 101). Since we are to understand and interpret the leadership in the organization, a combination of both interviews and observations would be preferable. However, we would not have enough time to follow the interviewees around at work and observe their behavior, so we figured that giving the interviewees this questionnaire where they would answer how they believed they would act in different situations would be the best alternative to conducting actual observations.

### **3.5 Respondent selection**

Since we want to understand the leadership in a successful NPO, it is necessary that we are able to interview leaders that hold a managerial position in the organization and that have an influence over a group of people. Therefore, the population of interest at IKSU is the leaders that hold a managerial position in the organization. The IKSU homepage had email addresses to the operation managers. The managers that we contacted had the following positions: Managing Director, Sales Manager, Staff Manager, Manager of Prophylaxis, Manager of Prophylaxis and individual training, Manager for group-workout activities, Purchasing Manager, Manager for competition and open-air activities, Manager for IT-development and property, Accounting Manager.

We contacted every leader in the management group at IKSU since having too many respondents is often better than having too few and it is always good to have some form of backup. We were not sure that everyone would be available to be interviewed during the period when we were conducting them. Apart from these leaders that could be found through the IKSU homepage, we also contacted a former Administrative Director who had been involved in IKSU since the beginning. The former Administrative Director of IKSU was interviewed in order to get an understanding of how the organization has developed through the years and leadership with it. We came in contact with the board member through one of our guest lecturers during the fall term of 2007. The guest lecturers name was Hans Jansson

and he is the dean of Minervaskolan in Umeå. He was a board member of IKSU but he told us that a former Administrative Director who had been around since the start would better fit our needs. The ones that responded to our emails and which we later interviewed were:

- Managing Director
- Sales manager
- Staff manager
- Manager of Prophylaxis
- Manager for group-workout activities
- Former Administrative Director

Since we did not receive anything at all from the other managers, not even a decline to participate in the study, we can only speculate for the reasons for them not to answer our email. For all we know, the other leaders could all be insecure in their leadership and if we were to interview them as well, our understanding of the overall leadership would be different. Therefore, the implication of interviewing half of the managers at IKSU could provide a biased picture of the overall understanding of the leadership in the organization. However, even though we were unable to interview all leaders that we contacted, the managers had varying positions that covered all relevant parts of the organization. They would therefore still give us a good understanding of the overall leadership in the organization.

The questionnaire was handed out to each interviewee in order for us to see what leadership style they perceive themselves to have. In order to receive information from different perspectives about the leader behavior, we did not only ask the leader how he/she would act in specific situations, we also asked their subordinates how they believed the leader would act in the same situations. By doing this we will be able to get an indicator of how the leader perceives his/her leadership behavior and at the same time how it is perceived by the subordinates. To get a second opinion on their leadership style would be interesting and would work as a counterweight to the leaders own self-perception. Therefore, we asked the leaders to get email addresses of the three closest subordinates that they had frequent contact with in their everyday work. This was done for all except for the Managing Director for whom the closest subordinates were the five leaders that we had interviewed and which were asked to fill out the questionnaire about the MD. All agreed to give us email addresses to their subordinates without hesitation, they seemed to think that it would be interesting to see how they was perceived by others. We explained that it was of importance that the ones filling out the questionnaire about another person was actually a subordinate. This would mean that the leader was exercising some form of influence over the subordinate and could therefore be perceived to have another leadership style than the leader believed he/she exercised.

### **3.6 Design of interview guide and questionnaire**

The interview guide consisted of 18 questions that had been created out of the relevant theory that we had found. In order to create an interview guide that would give a natural “flow” to the interview, three main themes had been created with a number of questions for each theme. The first nine questions dealt with the leader view on his/her own leadership. The following six questions dealt with the leader view on his/her relations and cooperation with the fellow employees and subordinates. The last three questions dealt with the leaders’ opinions and support for the organizational development as a whole. In order to fully capture the interviewees’ perspective, we had formulated the questions so that they would not be “leading” or influencing in any way. We also tried to use a language in the questions that was comprehensible and easy to understand. The interview guide can be found in section 8.1 in the appendices.

A questionnaire was also used. This questionnaire is an established test used to see what leadership style a person tends to use in certain situations. Hersey & Blanchard (1981) created a test called Leader Adaptability Style Inventory (LASI) where 12 situations are presented where the leader has to decide his/hers course of action. This test was used as a complement to the interviews in order to see how the leaders would act in different situations and thus see their leadership style. This test was translated into Swedish and given to each leader after the interview. In the process of translating the test from Swedish to English, we tried to capture the nuances in the language as much as possible. In addition to this questionnaire, the same type of test for the leaders’ subordinate was translated. This test exists in order to see how the leaders’ leadership style is perceived by his/her subordinates. The LASI test is designed in a way that there is no “right” or “wrong” answers, only different ways of acting in certain situations. Therefore, we do not believe that the results from the questionnaire could be biased to any larger extent depending on the relationships between leader and subordinate. The translated LASI leader and subordinate test can be found in the appendices, 8.2 and 8.3 respectively. The original test in English can be found in section 8.4 in the appendices.

### **3.7 Execution**

In order to initiate contact, we emailed the leaders (ten of them + one former Administrative Director) where we introduced ourselves and the purpose of our study and asked them if we was able to conduct an interview with them. The email which we sent can be found in section 8.6 in the appendices. Within a couple of days we had received answers from half of them which agreed to be interviewed during the following two weeks.

The interviews were held between 19/11 – 28/11 2007. They were held in a room where we were able to record the interview with a tape recorder. We felt that both authors should be present at the interviews in case if a problem with the tape recorder or such would occur. It would then be good if both authors were present during the interview so that both get an understanding of what has been said and such.

All individuals were informed that their names would not be mentioned in the study; only their position in the organization would be mentioned in the thesis. Brief notes were also taken parallel to the interviews with relevant information regarding the interviewee. Each interview lasted about 60-70 minutes and was flowing well. The interview guide worked mostly as a guide, we made sure that each topic was addressed and that all the relevant questions were asked, but the order of the questions could vary. If the interviewee started to slide into another subject we asked questions regarding the new subject and thus using the interview guide in a flexible way. We had no problem with getting the interviewees to answer our questions; they were all relaxed and cooperative. This could be due to that IKSU is probably an organization that many students choose to study and therefore the leaders are used to receiving questionnaires and be interviewed. A negative aspect of the leaders being used to participate in interviews is that they could have created “standardized answers” which they use when given the opportunity. This could lead to that when asked a question, the leader would start the “autopilot” and give us a well rehearsed answer that is not really what we were looking for. In order to handle this, we made sure to ask follow-up questions if something was still unclear or had not been answered satisfactorily.

In the end of the interview they filled out our questionnaire, we also asked if they could fill out the same type of questionnaire at a later stage regarding how they believed that their “boss” would react in the same type of situations. They all agreed to do this and asked no questions about it. We have also asked the leaders subordinates to fill out the same type of test of how they believe that their boss would react in the same type of situations, this have been handled over email. We figured that doing it over email would be time efficient since we did not need to arrange a meeting with them. In order to care for their anonymity, we will not present individual results for how they perceive their leader. We argue that it would better from an ethical perspective to calculate the mean of their joint results. We understand that the mean could easily be affected if the results for one additional subordinate would be included or if two subordinates have opposing views of a leader’s style, as was actually the case for the Manager of group-workout activities for example. We are aware that the subordinate results will make more sense if they were presented individually, but from an ethical perspective we have come to the conclusion that calculating a mean would be the most appropriate solution for all individuals involved. Therefore, we will treat the mean only as an indicator and not as a fact.

The recorded interviews have been transcribed and presented as a discussion for each interviewee. The results of the questionnaire will also be presented in the discussion for each interviewee; this can be found in our results chapter. We were aware of the risk of nuances in the interviews could be lost if trying to improve the text in the transcription process too much and hence alter the interpretation and understanding of the material. In order to enable the reader to get as good a contextual understanding as possible and for the leaders within the organization, we have made thick descriptions and not removed descriptive detail that at a first glance could be regarded as unimportant or irrelevant (Bryman & Bell, 2003, p. 295). The transcribed material has been presented as a discussion for each interviewee under

themes that we consider relevant for our thesis. By doing this, we will be able to understand the reasoning and coherent

### **3.8 Quality issues**

Concepts of reliability and validity are commonly used in assessing the quality in quantitative research, but many say that they are inappropriate to use in qualitative studies since they will have a slightly different meaning when used to assess a qualitative study (Bryman & Bell, 2003, p. 35; Patel & Davidsson, 2003, p.103). Bryman & Bell (2003, p. 35) presents trustworthiness as a criterion of how good a qualitative study is. Trustworthiness has four aspects that have to be taken into account, namely the aspects of credibility, transferability, dependability and confirmability (Bryman & Bell, 2003, p. 288). These are the criteria that we will use when assessing our study.

#### *Credibility*

Credibility can easily be affected by carelessness during the data collection as well as in the processing of information. For example it could be a misunderstanding during an interview that would make us misinterpret something. In our case we have used a tape recorder in all our interviews, which would decrease the risk of misunderstandings and lack of material to interpret in the analysis. We have also been careful when transcribing the interview material to our empirical chapter and been aware of the impact it could have if trying to improve the text too much (Patel & Davidson, 2003, p. 104-105). The questionnaire about leadership style was an established test so it had rules and guidelines for how to interpret the results. In order to ensure the credibility of our findings we have submitted our empirical chapter to the leaders that we interviewed in order to allow them to give us feedback on the material and correct eventual misunderstandings. Two of the interviewees, namely the former Administrative Director and the Sales Manager, had some comments regarding the translation of their education and title. However, this was easy to change and did not affect our analysis.

#### *Transferability*

Transferability deals with whether the findings in a qualitative study would hold in another context (Bryman & Bell, 2003, p. 289). Since we are doing a case study of one case, the meaning of transferability is different than from the quantitative equivalent of generalizability. When conducting research that aims on creating an understanding and focuses on interpretation, generalizability in the way we know it becomes uninteresting. Merriam (1994) presents a view of assessing the transferability in a case study. In this view, it is the perspective of the reader that is important. "It is the reader that has to ask himself/herself what in this research that could be applicable in his/her situation and what does not apply" (Merriam, 1994, p. 187). The results would give a hint and a sense of direction on how things could be in reality. It is then up to the reader to see if the findings could be applicable in that particular situation.

### *Dependability*

Dependability deals with how well complete records are kept of all phases of the research process, such as how information has been collected, selection of interviewees, data analysis etc. These should be kept in order for the ones that are interested in our results to see how far proper procedures have been followed (Bryman & Bell, 2003, p. 289; Patel & Davidson, 2003, p. 106). In our case we have explained each step in our research process, attached all interview questions and questionnaire as well as correspondence with interviewees. We have taken appropriate measures to enable others to audit our thesis.

### *Confirmability*

Confirmability deals with that a researcher should not allow personal values or theoretical inclinations to affect the conduct of the research or the findings (Bryman & Bell, 2003, p. 289). What made the purpose of our thesis interesting to us was that we believed that leadership should not be the same in a non-profit organization as in a for-profit organization. We assumed that it should be a difference and therefore interesting to study it. Our opinion is that it is the curiosity and comprehension of what one might find that makes a topic interesting to study more in depth, and therefore complete objectivity is not possible. We have previous knowledge in the field of management and organizational management where we got an insight into organizational differences and differences approaches to management. Further, both of us like physical exercise and visit IKSU several times a week during our spare time. We do not believe that our preconceptions have influenced us negatively in the research process, but instead strengthened our belief that leadership in an NPO could differ from that of a profit organization. We have chosen literature and theories in a methodical manner, always reflecting back on our purpose of the study to see if the theory could help us in understanding leadership in an NPO. As can be read above where this thesis dependability is discussed, we have presented our thoughts and actions in the research process. We believe that this will also aid others in getting an understanding of our confirmability.

## **4. Results**

In this section we will present our collected data. We will start presenting the answers from the interviews by presenting one interviewees' answers at the time. We will then present the questionnaire results for each interviewee.

### **4.1 Interview results**

In the following section the transcribed material are presented as a discussion for each interviewee under themes that we consider relevant for our thesis. The managers' different working tasks and responsibilities will be presented below in separate parts; however, here we will make a description of the managers' positions in relation to each other. As mentioned, the five managers are part of the management group; however, the Managing Director is the other managers' closest manager which they work close together with. The staff manager has the overall responsibility for all staff at IKSU and helps the other managers in their work with their employees, at the same time as she works as the closest manager for the employees in reception. The sales manager, the manager for the group workout activities and the manager for the prophylaxis work as the closest manager for the employees in respectively department.

#### **4.1.1 Former Administrative Director (Kanslichef)**

##### ***Background***

The former administrative director started working at IKSU in 1966 and has followed IKSU through different positions and retired in the beginning of the 21 century. He studied to become a gymnastics teacher at GIH in Stockholm and graduated 1964. He continued his studies at Umeå University in 1966 and was employed by the student union and started working as a voluntary leader for the sports activities at IKSU. 1970 to 1984 he worked as a gymnastics teacher and had the position as the administrative director during the years 1987-1999. In 2000 he left that position and became the managing director for the institution "Universitetshallen" where he stayed until 2004. Since the interviewee was involved in IKSU for four decades he has seen the leadership develop over time. Today, he can see that the organization has developed to be more business oriented which he believes is necessary in order to survive. Even though IKSU still is an NPO he considers the leadership to be more business oriented and the managing director could be seen as a manager of a company rather than a manager of an association. The managers see the members more as customers and they focus more on sales and marketing; e.g. in TV commercials. Today, there is also focus on other customers than students even though they are still the larger part of the members. Further, IKSU is of great importance or the University when it comes to the recruitment of new students. In addition, when students go abroad to study they talk about IKSU and may entice exchange students to choose Umeå. The development of the organization and the leadership during its existence will be presented below.

## *History of IKSU*

	<b>1960's</b>	<b>1970's</b>	<b>1980's</b>	<b>1990's</b>	<b>2000's</b>
<i>Leadership:</i>	<i>Authority</i>	<i>Democracy</i>	<i>Goal Oriented</i>	<i>Strategy and Vision</i>	<i>Business oriented</i>
<i>Focus:</i>	<i>Elite sports</i>	<i>Width</i>	<i>Prophylaxis</i>	<i>For everyone at all levels</i>	<i>Ego-sport</i>
<i>Employees<sup>5</sup>:</i>	<i>31</i>	<i>63</i>	<i>129</i>	<i>225</i>	<i>250</i>
<i>Members:</i>	<i>500</i>	<i>2500</i>	<i>3700</i>	<i>8500</i>	<i>15 000</i>
<i>Turnover (SEK):</i>	<i>500 000</i>	<i>1, 5 Million</i>	<i>6 Million</i>	<i>25 Million</i>	<i>80 Million</i>

When IKSU was found in 1959 by students in medicine and dental care it was a small organization of 15-20 people, which wanted to have something else to do during their spare time than studying and partying. In the beginning it was the good students who ran voluntarily the organization and the activities was primarily for the sports elites and those who played in a sports team. In 1965 the first sports leader was hired by the university and there existed a sense of authority in that person which was reflected in the leadership of organization. People respected and admired that person who started all the sports activities with the help of the students. During the 60's most of the activities was positioned outdoors and competitions were arranged. The university had its own football team which represented the university by playing against other university teams in Sweden. During the 1960's the university and the amount of students grew.

The 70's was the "Red Period" when the authority of the university teachers was rejected by the students and this could also be seen in the leadership at IKSU which became more democratic. The interviewee was employed at the age of 29 as the second gymnastics teacher or sports leader in 1970. Due to his young age he could have a more relaxed relationship with the members and be part of the organization's activities. He participated in the competitions and he started the group workout activities by cycling to the different student residential areas in Umeå. He had a closer relationship with the students than what was possible during the 60's. The leadership was changed from authorial to democratic during the 70's and the interviewee and the two other employees which agreed with him about the change in leadership use to call it "management by cycling around".

During the 1980's IKSU developed a lot and many new activities started which increased the turnover significantly. The facility was built in 1984 and more competent employees were required and employed. The facility consisted of one large sports hall divided into three where the group workout activities, basket ball and indoor bandy were held. The gym was located in a basement at Ålidhem. The 80's demanded a stronger leadership and it became goal-oriented than in the 70's. They created long-term goals and their vision was to "meet the entire Human". The focus was on more than workout; now they focusing on food and on the social part as well. The facility included the sports hall and showers, but also a place where the students could sit and eat after the workout. Further, the formation of the leadership was questioned and since they did not wanted to have a chief of sports they

<sup>5</sup> Employees include all full-time workers, managers and part-time instructors.

introduced a prefect system where six employees shared the leadership position and had it for three months before they switched. Though, they realized the problematic with the system and ended it after a short period. In 1987 they decided to have an Administrative Director (AD) due to the fast development of the organization. The interviewee was elected for that position and this was the first step towards a more professional leadership.

During the 1990's the leadership was professional and the AD had to be entrepreneurial, administrative, be able to coordinate work and be social. The focus was now visionary and strategic. Since the turnover had increased to 25 million SEK the interviewee, which had been elected to AD, now had to take courses in Business economics, Law and Leadership. The facility continued to grow and the gym and the indoor swimming bath were built to fulfil the members' needs. The gym- and workout culture were developed and due to the increasing interest IKSU could raise the membership fee. Their focus was to offer sports activities to everyone at all levels, which is still their basic focus, not only the elite.

#### **4.1.2 Managing Director**

##### ***Position and working tasks***

The Managing Director (MD) explains that since the organization is divided into three parts; non-profit association, corporation and institution he is the director for the entire organization excluding the institution. His title in the corporation is Managing Director, but Chief of Sports in the association. Further, he explains that there is an additional organization with the staff, which includes all the temporary staff members independently of where in the organization they work. Some of them are employed by the institution, others in the corporation and some in the association, and he is the leader of all the staffs' work.

He believes that leadership as a profession is hard to identify since "one is doing nothing and everything". Though, he is trying to stimulate the other managers to both take responsibility and to develop it. He is also trying to move the responsibility of the different parts of the organization down in the organization to the managers of each part and make them work effective both as a team and individually. If the managers for the different parts of the organization cooperate well together the organization will become more efficient and provide better results. He says that it sounds easy, but that it is a difficult and comprehensive work since he is dealing with human beings. He describes his position as a team leader, expressed in sports terms.

Since the MD has a position which is above the other managers but below the board, he has the responsibility to report to and inform the board how the organization is doing. He is also responsibly to follow up the work which the board expects and make sure that it is done. He has to inform the board about the organization in general e.g. how many members they have, if they start with a new sport activity or stop one. Further, what he is required to do, to remain legal, is to systematically report to the board about the organizations financial position; if they follow the budget, how much sales they have and if they keep the cost level.

### *Previous experiences*

The MD has, before he started working at IKSU, run own businesses since he was 22 years old. His companies have been of different sizes, had different amount of employees and been located all over Sweden and in other countries; such as Poland, Portugal and Estonia. The companies have produced different kinds of products for large markets such as US and France.

### *Characteristics*

The MD considers it to be difficult to describe himself, but has heard others describing him as an entrepreneur, and he agrees. He believes that he is good at combining knowledge with known facts and transforming it into a business. "I am a happy fellow, and I believe that is a good characteristic in order to be an entrepreneur. One needs a positive spirit since it is not easy to start and run a business". He says that entrepreneurs cannot view the life from the dark side and they have to see challenges instead of problems. Nothing stands in the way for an entrepreneur and no one can stop the thoughts of an entrepreneur. With that kind of mindset one is a good entrepreneur. A negative person will only give up the thought and will not become entrepreneurial. He also says that an entrepreneur, as he identifies himself as, has to be a bit naive as well, since the entrepreneur could never realize how much problem that could come out of it. Further, an entrepreneur has to be optimistic and be able to take risks, and the MD believes he has those qualifications. He says that it is important to find the balance between the people working in an organization since it needs an economist which has to remind people like him of all the financial issues which they have not thought of.

During his years as an entrepreneur he faced ups and downs with his businesses. After 25 years of running his own firms he wanted to continue developing. He wanted to challenge himself and decided to try to work for someone else and got employed by IKSU. He says that it was a challenge for him to see if he could fit into this type of organization and make it work. He has though felt inspired and has had fun during his years at IKSU and he thinks it is fun to have a board above him which has power over him. He also enjoys working with colleagues and to have the ability to inspire others. During the years he has realized that what is important in life is to have a work that one enjoys and feels comfortable with; a place where one could receive a social context and develop ones skills. "If it was about money, I would have worked somewhere else".

### *View on own leadership*

The MD believes that one has to adapt the leadership after the situation and that one has to understand that it has to do with leadership and not a manager position and that such an understanding is important in an organization such as IKSU. He does not prefer to give people orders. He says that IKSU is an organization with highly qualified people who work with their interest and are enthusiastic about their job. These kinds of employees have to be

challenged and constantly developed. They have to feel that they are received a large amount of responsibility and can make their own decisions and therefore it is the MD's job to keep them in the same direction when they make decisions. He says that it is significantly important to understand which kind of organization it is one running and that IKSU would fail if someone told everyone exactly what to do, which, though, could be important to do in an emergency. In a large organization there is no chance to be able to know everything and therefore one has to understand that others know different things better than oneself.

He says that everything could be made better considering the question of what he could improve with his leadership. More specifically he says that he has never experienced an organization where all employees feel pleased about everything and where enough information is handed out to all levels in the organization. He says that the information issues has been a problem for him during all his years in working life and the information flow is something IKSU are trying to improve. He says that there is no ceiling for one's own development, only additional steps to take.

When we ask the MD if he was acting at work or if he could be himself, he says that it is a difficult question to answer, but that he believes and say to his employees (the other managers) that if they are honest, direct and are themselves they will be good leaders. He is trying to be such a leader, but that it could be difficult sometimes. He has to be a negotiator and sometimes enthusiastic or spiritual, which is very different kind of roles. But he believes that is the case even in the private life and he is trying to be himself in different situations.

The MD laughs and says that what he cannot achieve with his leadership is miracles. He says that the difficulty is enthusiast the people in the organization to take it to the next level; should we become a larger organization, start up a new activity or should we conquer the world? He does not feel any limits for what he could do and believes he has the possibilities to do anything. The problem would though be to make the board and the co-workers to agree with him and to make them work in the same direction. One thing that he feels limited by is the time; but that the solution is to organize properly. Money could also be a problem, but that he only wants to run economically healthy organizations.

The MD believes that people have different skills and knowledge and the trick is to make those people into a well functioning team; a leader should be able to lead, not do others work for them. He says that he could try to influence the employees, but not shape their work. In an organization like IKSU one need to trust the employees in order to grow and develop. He ends the answer by laughing and saying; "I would not like to affect them more, under the circumstances that they do things right".

### ***The Work and Relationship with the employees***

The MD says that they have financial goals which are set up for the entire organization. Though, the organization is systematically divided into different result sections which have their own financial budgets and each month a meeting is set for those who are responsible for each result section. He says that he does not care about the details e.g. how many aerobic

classes they provide each month or what the budgeted money are spent on, he only control the financial budget. This is a new way to run the organization and the MD's work is to support the managers of the different sections and help them work together which is mostly done through meetings rather than through written reports; he has approximately 6-7 meetings per day with his staff to follow up their work.

He describes the relationship as structured but informal. He does not spend time with all employees in the organization even though he wish he could, but those he refers to as employees are the other managers which have their own group of employees below them. He gladly talks to the other employees as well, but the time will not be enough and one has to prioritize.

He believes that the employees see him as a straight forward and objective leader and person. He does not ask his employees what they think about him since he knows when he is doing a good job. Once each year the managers have individual meetings with the employees. They talk about the working tasks, their opportunities to develop and how they view the organization.

The MD tries to be engaged in the employees work and believes his task is to be their support and safety. Sometimes there is a need to tell the employees that they are moving in the wrong direction and therefore support them to start working in the right direction again. He does not tell the employees how they should do their work, but that he sets the goals or gives them tasks which they fulfil.

He believes it is important to be objective and straight and to have a clear reason when he is arguing for an opinion. He point out the importance of having a nice atmosphere at IKSU and that the employees have to feel happy with their situation. One has to be able to be objective and say ones opinions without screaming. His philosophy is to praise people in front of others but only rebuke face to face. The MD is not afraid to raise his voice and put down his foot, but that he does not look forward to it. However, since he is the Managing Director of the company and has to do what is best for the organization he needs to be harsh sometimes.

The meetings the MD has include meetings with the board when he reports back to them about the organization. Before each board meeting he prepare the meeting together with the chairman and vice chairman. Further, he has meetings with the management group which includes all the other managers every other week. On those meetings the ongoing projects are discussed and everyone can have an opinion. He also has meetings with the different financial sections.

In order to keep the relationships and improve the cooperation between the employees IKSU arrange one event per year. Last year the full time employees were at Åland and watched Beach Volleyball games. Sometimes they go to conferences to have a nice time, and the MD says that the employees seem to enjoy those trips. Further, smaller activities are arranged during the year such as dinner parties. The different units also arrange smaller events for their separate employees to create own identities.

IKSU do not use reward systems to motivate the employees, but the employees have individual salaries. They have wage negotiations with the employees and those are held by the managers for each unit. He believes it is important to have discussions about the salaries to be able to give the employees fair compensation for their individual working efforts. Only a small part of the working force, the treatment staff, has a salary on commission. The MD explains that they do not believe in monetary motivation, but in motivation and engagement, and that those who work there love their job since they are working with their interest.

### ***Organizational Development and Goals***

The MD believes IKSU is working with the setting of goals. Though, he has worked at IKSU for 8 years, and during this time IKSU has grown a great deal in all levels, and the development has emerged without any stated goals. IKSU is a non profitable organization and they should have sound finances which mean that they should not make any profits or losses. When they have a surplus they are required to reinvest the money in the organization and improve their facility which the MD says are a driving force itself. He explains that the engine of their organization is that since the surplus is reinvested in the organization it will lead to development and have a positive effect and result in a new surplus. He says that it lays in their nature to have goals to develop, but no long-term goals have been announced. Since the business vision of IKSU is to offer physical training for everyone at all levels, the MD set the goal to build the Spa facility which they have today. The MD says that short term goals exist; but there are no 10 year plans.

Considering the question about how they handle the employees' ideas the MD explains that IKSU has not formalized it, however, depending on the level of the idea the manager for each unit takes care of it. They have a certain amount of money which they can use, if a project requires more money it has to be discussed and decided by the management group. The management group has a maximum amount of money which they decide upon as well. If they want to exceed that amount the board has to make the decision about that. An example of a big idea which came from an employee and had to go through the whole organization was to start sports activities for young children. This project would cost a lot of money and should therefore be a decision taken by the board members.

### ***Changes in the organization***

The MD says that the changes are made since the members have a need for the facility to change. Some employees consider the changes to be troublesome and others do not. People often complain during the changes, but change their minds when it is done and understand why something was changed. Further, the MD wishes that he could give all employees the same amount of information, but it is difficult. The information flow has to be improved at IKSU and they are working on it. The managers are trying, but the employees always feel that they receive too little information. The MD explains that someone in the management group usually have an idea which they hand over to the managers of each unit. The idea will then constantly be changed during before the project is finished. One example is that the instructors decide the colours of the walls in their respective area.

### *Summary Managing Director*

<b>Position and working tasks:</b> Director for the organization, excluding the institution part. He describes his position as being a team leader. Has responsibility to report to and inform the board. Supports the managers of the different sections and help them cooperate.
<b>Former experience:</b> Entrepreneur; ran his own businesses. Work at IKSU since 2000.
<b>Characteristics:</b> Entrepreneur; happy, positive, see challenges instead of problems, a bit naive, optimistic and able to take risks.
<b>View on own leadership:</b> Leadership instead of Management, adapt the leadership after the situation, do not prefer to give people orders. Tries to influence the employees, not shape their work. Give support and safety to employees.
<b>The work and relationships with employees:</b> Financial goals are set up for the entire organization, structured but informal relationship. No reward system is used, but individual salaries. Events and travels are arranged in order to improve relationships and cooperation among employees.
<b>Organizational developments and goals:</b> Sound economy, lays in their nature to have goals to develop, but no long-term goals have been announced. No formal way to handle ideas from employees.
<b>Changes in the organization:</b> Employees have both positive and negative opinions about change. IKSU are trying to improve the information flow in all levels.

#### **4.1.3 Manager for Group Workout activities (MGW)**

##### *Position and working tasks*

Apart from the managing position her working tasks is to be in charge of the webpage and courses that people can take at IKSU. Further, she shares the responsibility of the marketing of IKSU; they cooperate with a marketing firm which handles their marketing. She also works as an instructor for group workout activities. Though, her main task is to manage the group workout activities as a whole. Her employees consist of six people who have the operational and practical responsibility for the instructors at the group workout activities at IKSU sport and at the Spa.

##### *Previous experiences*

Before the MGW started working at IKSU ten years ago she studied to become a teacher in gymnastics and worked as one for ten years. To complement her education she recently studied management for one year.

##### *Characteristics*

The MGW says that her employees describe her as a person who is interested in the personnel and a person who takes the time to listen. They have also told her that she is very straight forward, which she says not always has a positive meaning, and that she could be rather

insensitive. She needs to improve her skills in knowing when she is needed by the employees. At the moment she expects her employees to tell her when they need her and does not spend energy or time on checking her environment for signals. She agrees with her employees about those things and believes that it could be both a weakness and strength. "It is an advantage since I focus on the most important things, and when an employee informs me about another important thing I focus on that instead". She has told her employees to assist her with her weakness and let her know when she has to open her eyes for something that she has missed. She also says that her employees think that she is good at making decisions; that she thinks them through and stand by her. She believes that she is a strategist and has the ability to sort out what is a problem and important to focus on.

### ***View on own leadership***

She believes she is a supporting person; if the employees need her advice she is there for them, otherwise they will waste a lot of energy on wondering how to do things. The best way to solve things is to do it fast and not lose time and energy on nothing. She though believes that the ultimate situation would be if the employees knew how to make a decision from the beginning, or at least try even if it could go wrong sometimes. She says that she does not create a nice atmosphere, but that she is trying to do it. That is one of her large flaws and what she needs to work on. She is not very social and is not good at making people feel comfortable. However, she is very clear and point out to her employees when they come to her with a problem how important she thinks it is that they do and thanks those for telling her about it, which she believe might compensate for her weaknesses. She makes a parallel between her employees and her own children and explains that she is really good at knowing what is going on with her children and understand signals. The problem is that she does not prioritize to work on that relationship with her employees as the situation is today, probably because she does not understand the importance of it. Thus, she prioritize to do as much work as possible every day instead and focus on the tasks which require quick results. Considering the question about how she would approach conflict she says that she cannot remember a conflict and how she acted in that situation, but she would prefer and believes it would be for the best if the employees solved the problem themselves. However, she is not afraid of conflicts and would solve the problem in order to make everyone "play in the same team" again.

The MGW does not see a big difference between her personality at work and outside of work. She works with her interest and believes her job is with her almost everywhere. Many of her friends work at IKSU and they talk about work even when they spend time together at their leisure time. Though, she is not trying to be as effective at home as she is when she is working. Thus, what drives her is to always have something to strive for; improve things and make them more efficient and effective. Also the challenge to affect the changes in the organization; questions she asks could be; what has been done, what could be done better, and what do the members want next year? She feels that she is in the centre of all events and is well informed about what is going on in at IKSU and if she want to know anything particular she just ask someone about it, even if it is outside of her area. However, she

explains that the organization is open and there is no prestige between the different units, therefore, she has the ability to affect what is going on in the organization even outside her area of expertise. She thinks it is wonderful to have the ability to decide what she wants to be informed about and what she can ignore.

### ***The Work and Relationship with the employees***

The MGW believes she is good at pointing out when something is not done properly, since she knows that she makes a lot of mistakes herself. If the group, including her, is not doing something very well she can bring up the problem to make a change. Though, what she thinks is worse is when she has to tell a person who has done something wrong; sometimes she does not even do it. However, she says that she does not have to raise her voice a lot. If she expresses her opinion or stops a suggested project it is because the employees do not have all the information needed or that something else collides with the project.

One meeting per week is held for all the full time employees where ongoing projects in the organization are discussed, e.g. about financial matters, important visitors or new lectures. Every other Tuesday, she holds a meeting with the employees in her unit. However, she does not follow up the employees work since the employees have worked at IKSU for a long time and she worked with many of them as operative with the group workout and as an instructor before she became the manager for the group workout. She says that she is there for them when they need her, but that they know their working tasks. She and her closest employees have a common office in which they can talk to each other informally. They refused to have it in another way since the communication becomes much easier.

She answers the question about what they do to improve the relationships and cooperation between the employees with “We have so much fun at work!” She says that they used to have one activity each month when they together tried a new group work activity at IKSU and then had lunch together afterwards. However, people stopped participating and they have not had anything like that during the fall. She says that it probably depends on the fact that they have a good relationship already and that they prioritised other things. She believes the events that are arranged for all full time employees each year are good since they strengthen the relationships between the employees.

Considering bonuses and employee motivation she says that they have discussed the possibility of having bonuses and have concluded that there is no single reward system that would reward the whole group, all employees, and there would be a risk that not everyone gets rewarded.

### ***Organizational Development and Goals***

The MGW thinks it is good to have concrete goals, but as mentioned earlier, IKSU does not have any concrete goals. However, even if no goals have been announced it exists clear guidelines or a clear vision for where they are going; the instructors should have the optimal education; the organization should have the best range of activities, well suiting premises,

and they should always strive for further development and improvement. They continuously follow up how the members think about the facility and the activities and make changes when needed in order to fulfil the members' wishes and needs. Even though the guidelines are consistent from one situation to another, there exists a measurability which is part of the overall assessment of the activities and the organization in general. Further, the question of goals was brought up during the individual meetings with the employees earlier this year. The employees demand clearer goals and directions for what they work for. She says that these wishes were supposed to be followed up during the fall and her ambition was to work on these demands. However, she blames herself for that and says that she has not found any clear and specific goals yet which she want to use. She wants to find goals that are large and could cover the whole organization and would fulfil the demands of the members. If they had such goals they could together create a strategy for everyone's work and exchange ideas between units. She believes the reason for why they have not come up with any large and common goals is because they have not taken the time to ask the members what they want. She believes that goals should be made in teams to be effective and they should be able to be measured to see how well the team has succeeded. Further, another thing that was brought up during the individual meetings was that the horizontal communication between the different units was considered poor. Each unit work efficient and hard, but the poor communication between the units makes them lose effectiveness in their work. They work for the same thing and need to find a way to make it better.

Considering the employees' creativity and ideas she says that the employees are often the ones who come up with the ideas and carry them out often without her knowledge about it. She does not tell them what they cannot do. Only when there is a matter of an investment for a new activity she has to be involved.

### ***Changes in the organization***

She believes that the employees would answer differently to the question if they receive all the information about a change. Some of them feel informed and ask when they want to know more, while others feel that they never get informed. Generally, the information flow is a huge problem at IKSU which they could improve a lot. Though, those who are communicating, those in her working group which she shares an office with, are very open and keep few secrets from each other. However, those employees who do not sit next to their managers feel that they get less information. Further, some employees are more affected by a change than others and have more understanding for why a change is needed and therefore better prepared. Further, those who benefit from a change may understand it better than those who do not. It is difficult to reach everyone, but they could work on it and try to be better at explaining the reasons for a change and why it will benefit the organization.

Before the rebuilding of the facility they thoroughly investigated what the employees thought about it. The first meeting was held two years before and then the full time employees was invited to a trip to Piteå to discuss and brainstorm about the future changes, first in small groups and later all together. Everyone could express their opinions and the results from the

meetings became a good tool to use during the rebuilding. Today, when the gym department is rebuilt they have not arranged the same kind of meetings.

***Summary Manager for group workout activities (MGW)***

<b>Position and working tasks:</b> Manage the group workout activities as a whole, responsible for; webpage, courses, marketing of IKSU.
<b>Former experience:</b> Teacher in gymnastics, 1 year Management-studies. Work at IKSU since 1997.
<b>Characteristics:</b> Interested in personnel, listener, straight forward, strategist, difficulties knowing when she is needed by employees, does not create a nice atmosphere, not very social.
<b>View on own leadership:</b> Supporting. Does not prioritize working on relationships.
<b>The work and relationships with employees:</b> Good at pointing out mistakes for the whole group, difficulties pointing out mistakes of individuals. Have weekly meetings with the employees. Employees are skilled and self-going and she shares office with closest employees.
<b>Organizational developments and goals:</b> Believes concrete goals are good and wants to set organizational usable goals. Employees demand clearer goals. No goals have been announced yet, but clear guidelines exist. Employees are creative and have ideas.
<b>Changes in the organization:</b> Poor horizontal communication. Huge problems with information flow. However, informal information and communication in shared office. Employees that understanding reasons for change are better prepared and positive towards it.

**4.1.4 Manager of Prophylaxis**

***Position and working tasks***

Her main tasks as a manager of Prophylaxis are to organize the personnel who work with the prophylaxis questions at both IKSU Spa and IKSU Sport. Her position in the management group is to have an overall picture of the prophylaxis activities in the organization. Her subordinates that she often meets and talks to are in charge of different parts of the prophylaxis and have their staff to handle. An ordinary day she comes to work, read her email and fixes with some administrative work. After that she has meetings most of the day with various peoples such as the management group, prophylaxis personnel, with sales personnel or the staff manager. She also tries to be able to lead two group aerobic workouts a week, at IKSU Sport and at IKSU Spa.

***Previous experiences***

Before she finished her education at university level in Sports pedagogic, she attended an “office administration education”. After her university studies she has been working at IKSU since 1990. She started out as a substitute leader and attended courses in prophylaxis, massage, instructor for aerobics before she started to work full-time.

### ***Characteristics***

She says that she likes to work together with other people and make decisions together. She feels that team-work is important in order to find solutions and make people enjoy their work. She believes that she is an easy-going individual and tries to create a nice atmosphere. It is important to her that employees dare to speak up when there is a problem. To have a sense of camaraderie is important to her but at the same time she tries to keep some distance, since she is a leader she has to make some tough decisions during wage negotiations and such. It is a fine balance between being friendly and being a leader and she says that the first couple of years were very hard when it came to wage negotiations, but with time it has become a routine. She says that one has to stand by ones opinion and that is something that may come with time as individuals mature.

What motivates her to go to work is her strong team, to see them develop and to be part of the development and growth of IKSU. Because she has a strong and well functioning team she think it is easier to work and she has the ability to work more with the strategic issues. She also enjoys working with the product, the workout activities, and makes people take care of themselves and feel good.

### ***View on own leadership***

She thinks that it is important to motivate her employees in order for them to find joy in their work, this will make them develop and she says that this inspire her. To be able to take a step back in certain issues it is important to her that her closest co-workers understand the financial thinking. She feels that it is important that people are able to give their opinion and understand the context and reasoning behind a change. For example, when involving the closest co-workers in the financial thinking it is easier to understand certain decisions that have to be made. Since IKSU is such a large organization, many employees have to be informed by meetings, despite the meetings, many employees feel that they are never informed about what is going on. She says that they have tried using different ways of communications but that they still have a long way to go, it is not easy to inform employees in an organization that continues to grow.

To take on more difficult tasks and is taking more responsibility for the financials are something that she does willingly. She thinks that the more one involves oneself, the more decisions one dare to make. One goal that she has is to challenge herself and work with people that are knowledgeable of what is going on. She thinks that the co-workers dare to speak up to her if they think that something is wrong, she believes that it is better to have an open communication than to talk behind each other's back. In case of a conflict she tries to talk to the employee individually.

One thing that she wants to improve is to be unambiguous, to work towards setting goals so that the employees understand how to work in order to make it as efficient as possible. Since IKSU has grown so much lately, she thinks that it is important to stop and ask themselves where they are going. People are getting more and more work to do and it may be necessary

to create goals to guide the employees. She feels as in her role as a leader she has an obligation to straight things out during a meeting if there is different opinions. However, she emphasizes that she do not want to “boss” around, but to be a colleague with more responsibility.

Sometimes she feels that they are “in the hands” of the board and she would like to have a closer relationship with them. Since she is manager of Prophylaxis, which is an area that is made for-profit and part of the association of IKSU, she is not actually hired by IKSU. IKSU owns the corporation where all for-profit activities are held such as massage, physiotherapy, naprapathy and prophylaxis and therefore they have contacts with other companies as well. The core of the association is physical exercise and she feels that the board should have a bit more of a corporate for-profit thinking sometimes as it feels as the corporation is being left out.

### ***The Work and Relationship with the employees***

She describes the relationship to be close and friendly and that everyone can talk to each other which she thinks is very important. She thinks that it is also important to be able to put down her foot when something is wrong. She has been careful with that in the past but that part of her has developed during her time as the leader of a department and she has become better at it. She has the responsibility to reach the financial goals and has to be able to raise her voice and make the decisions since she knows that she cannot blame someone else if they fail. During the last two years she has learned to make tougher decisions, but she explains why decisions are made carefully and that is why she is trying to involve the employees in the financial backgrounds.

She says that they often follow up on their employees work. They have meetings where they discuss what everyone is doing and how well it is going, they also have individual meetings every year in order to discuss where they are going. She says that they have a psycho social guide that the employees have to fill out. It is like an anonymous questionnaire and the questions could be about what one thinks about setting goals, balance between work and leisure and other questions that deals with the psycho social aspect. From those questionnaires they made individual meetings and brought up some issues. According to this questionnaire, many employees felt that the goals were ambiguous, this is one of the tasks that she is currently working on, how to deal with the ambiguous goals. Another problem is that people are working too much; she says that they sometimes have to send people home. This is a problem that are discussed individually and she believes that one contributing factor to this is that IKSU is growing so fast, and it is so many things to do. She feels that the psycho social guide is necessary to find these kinds of issues. Her opinion is that many people that are working with sports and physical activities tend to be very involved with their work and sometimes it can be too much. This goes mainly for the employees who “have the freedom to think for themselves” on how to solve a task. According to the psycho social guide they feel that they are allowed to use their knowledge to a large extent and that they are given a lot of responsibility. Employees that deals with massage or other treatments have less

control in their job, since they have clients who have paid for a specific service it does not allow for much freedom in how to accomplish the task.

She is used to hear from the people around her that she seems to really believe in the organization and works hard for it. She says that she is also easy to talk to and the employees often come to her with their problems. However, the employees have told her to defend their part of the organization towards the other managers and think that she is too shy. She says that the reason is because she is not born to be a boss as others can be and believe that she could be better at it and get a tougher attitude.

During the fall they have a kick-off event with all the masseurs, skin therapists, gym instructor and dieticians where goals and visions are discussed. During the next meeting in January they will found a solution for how to be more selling. They should also work on being more informative about other services and activities in other departments at IKSU and recommend it to the customers. The goal is to make the customers or members to never leave IKSU.

The skin therapists are the only ones at IKSU who work on commission since they sell products. They were doubtful about that in the beginning and the employees at her department could chose if they want to work on commission if they think that is encourage them or if they want to have a fixed wage.

### ***The organizations' development and goals***

Strategic goals are set and are aimed to be reached in the future. They have meetings every other week with the closest employees, they also have meetings with the sales department where they look more strategically and set the larger goals. An example of goal setting is to decide what kind of products that they are going to focus on, they have a lot of individual health programmes and weight programmes that is aimed towards the public and corporations and it has to be decided what these programmes will consist of. She says that IKSU can offer so much that they have to limit themselves and aim towards quality instead of quantity. It could be to choose what lectures will be held, what treatments are demanded by the members, classical massage or naprapathy etc. To reach the set goals they have a lot of meetings and her part in the management group is significantly important since she brings the discussions and goals from those meetings to her employees at her department. The psycho-social guide brings up questions about goals and motivation and she and her employees follow up and talk about it during the individual meetings and will be brought up in the future meetings as well. What is new is that the problems that were found in the psycho-social guide will be discussed with the staff manager and with the person who is responsible for the work environment at IKSU.

She has a meeting with the managing director and the accounting manager every month to follow up the work she and her employees have provided and present the financial results. She receives tasks and goals which she must reach and she strive to involve her employees so they can understand the reasons behind the set goals and work with her. She wants the

employees to be involved in the financial part since it would encourage them to strive for the same goals as her. The employees seem to like to know about the financial part since they will learn more and develop.

She believes she and the other managers listen to the employees ideas carefully since they are often the ones who give the employees problems to solve, e.g. what products they should go for. Her closest employees are part of the development of their department, but the lower levels of employees such as the masseurs and skin therapists are more difficult to involve and it is important to listen to them as well. At the moment they try to improve the communication between the different levels on employees hence everyone can feel involved. Some of the part time workers do not care about involvement, but the more they are working, the more do they want to be part of the discussion. Many of the employees at the lower levels think that IKSU has grown a lot lately and that the managers spend less time with them. She tries to be on the floor with these employees even if the gap between her and them has grown and there is one middle manager in between and she believes it is really important to keep a relationship with them as well.

Information letters to her employees at her department are sent with the latest news every week. Then the staff manager sends a newsletter to all the full time employees. Unfortunately, the work force is very large and not all employees, such as the part time instructors and voluntary workers, will receive all the information that is send out to the full time employees and she says that it is really difficult to make that function well. The dilemmas about who should be counted as an employee are absent in an ordinary organization since people who are there work there. At IKSU most of the part time workers are employed somewhere else and have their ordinary work related activities there. However, those who work more than 50 percent at IKSU should receive all the information given to the personnel.

### ***Changes in the organization***

When asked the question of how the employees are prepared for an organizational change, she told us that a lot is managed through meetings where the employees are informed about the changes. She wants to be a lot better to motivate and explain why the change is positive for the organization. However, the employees always have to be prepared for quick changes in the schedule e.g. if a masseur is ill someone else has to make the phone calls to all booked customers and cancel the sessions.

The employees are always part of the discussion during a change process, e.g. when the treatment department was built she planned it together with the woman who is responsible for the masseurs and the woman who is responsible for the treatments at the Spa facility. She thinks that the participation in the development process will create a larger interested and will make them take care of the department in the future which is really important. She usually announces the question or problem and then let them work without her involvement. She says that they are working as a team and by doing that, the employees are automatically becomes part of the change process, therefore it is easy to motivate them. However, the masseurs think

they are less involved and get less information and she knows that it is difficult to reach all employees and that the managers have to work on the information flow. However, both she and her employees feel that would be nice if the organization could stop develop for a while, but she realizes that changes are positive for the organization and makes it grow.

### *Summary Manager of Prophylaxis*

<b>Position and working tasks:</b> Organize the personnel at the prophylaxis department (which is a for-profit part of IKSU) at both IKSU Spa and IKSU Sport.
<b>Former experience:</b> Education in Sports pedagogic and an “office administration education”. Work at IKSU since 1990, in various positions.
<b>Characteristics:</b> Team-work is important, believe in the organization and works hard for it, easy to talk to.
<b>View on own leadership:</b> Fine balance between being a friend and a leader, important to motivate her employees.
<b>The work and relationships with employees:</b> Close and friendly relationship with employees and important with open communication. The closest co-workers need to understand the financial thinking. Do not want to “boss” around, but be a colleague with more responsibility. Follow up on their employees work. Skin therapists are the only ones at IKSU with a commission salary.
<b>Organizational developments and goals:</b> Strategic goals are set in her department and are aimed to be reached in the future.
<b>Changes in the organization:</b> Closest employees are part of the development of their department. Trying to improve the communication between employees at the different levels hence everyone can feel involved. Weekly information letters are sent out to her employees.

### **4.1.5 Sales Manager**

#### *Position and working tasks*

At the moment he is working as the sales manager at IKSU. He works as a substitute for a person until February 2008 and then he will probably change position. He is responsible for all sales primarily for the contracts between them and other companies which have their employees working out at IKSU. He is the manager and leader for the sales staff both at IKSU sport and IKSU Spa. Approximately five employees are included in the sale staff and sell the services IKSU offers, e.g. membership cards to employees in other companies. Further, one of them takes care of the relax departments and the bookings of conferences. Hence, the sales manager controls the daily working tasks, signs agreements with customers, controls the overall budget and is responsible for the strategic work. He is in contact with both new and existing customers, a lot of work internally to make the different units in the organization to work smoothly. Further, he has a lot of internal meetings with the managers of the different units and the sales staff at both IKSU sport and IKSU Spa and make plans and follow ups. Even though he has most contact with the other managers and his sales staff, he

has to be in contact with all parts of the organization, especially the people in the reception since they meet all the visitors, customers and members when they come to IKSU.

### *Previous experiences*

He studied Sports science four years, as many others in the organization, and started working at IKSU after he graduated. He worked in the reception the first six months and then he became the manager for the marketing department. Last year he transferred to the sales department and became the manager there. IKSU is not his first job; he worked as a teacher in gymnastics some years before he started studying to get a degree.

### *Characteristics*

The sales manager describes himself as happy, open and social. Others have described him to be an easy person to be around and cooperate with, and that he at the same time is a man of principles. He prefers to keep things in order and express his feelings out loud. He says that most people seem to know where they have him and that is probably why they think he is easy to cooperate with. He points out again that he is a very social person and that the best thing about his job is that he meets a lot of people in the facility and during lunch and meetings. He likes to walk around and talk to people and is not a person who cuts off from the world around him and only focusing on the working tasks.

He says that what motivates him and makes him whistle on his way to work at Monday morning is the environment at IKSU and he believes in the product he is selling. He says that he works with a product and in an organization where he does not have to force people to work because they enjoy working there too. And also since he knows that the product makes people feel good about themselves and they are having fun while they are there. He says that it is definitely not the wage that motivates him and he believes that all employees agree with him on that. He likes that the work is flexible; he can make his own decisions and take responsibility. He can also affect his own development since he has in the position where he has the ability to influence the organization and make the other employees and members happy which he believes is very motivating to know.

### *View of own leadership*

The most important view on leadership is that he tries to be a leader and coach rather than a manager or boss. A leader may give orders and it would work at the moment, but that way of leading could create problems in the long run. He believes that he has to create confidence in the employees and give them long-term delegates which would make them take work more independently; take own initiative and make own decisions. He wants to be friends with the employees and make them do what they have to in an easy way. At the same time he wants the employees to take it seriously when there is a specific problem which has to be solved. He says that he wants the serious situations to be infrequent, and saves the seriousness until there is a large problem. He understands that he works with grown up people now who know that they have a responsibility. He gives them a “bag of responsibility” and do not care how they

solve their tasks, they just have to do it. He says that his manager (the managing director) treats him and the other managers in such a way and he believes the leadership should be more like that; easy, friendly, but serious when necessary.

Two things that he wishes to improve are: first, make the distinction between friend and manager more obvious. He says that it is difficult to find a balance between those two since when he is too much of a friend with his employees they do not take him seriously when they have to. But he believes that a coaching style is worth having and he would like to develop it further. Another thing that he has thought about is the question of encouragement; to give the employees feedback which is something he forgets about. He believes it is really important to take that into consideration and that the people at the lower levels in the organization need to be seen and generally get the most attention. Leadership is therefore significantly important at the lower level and the managers have to be pedagogical and soft act as a coach rather than boss.

When he has to solve a problem he gathers information about the conflict; what is the root of the problem, is it a mail, a rumour or is it complains from a customer? When he knows more about it he acts fast and contacts the person involved and independently what the reaction is he tell him/her how to act properly in the given situation and how to act next time. He does not enjoy conflicts, but is not afraid of them either. He says that one need to have timing and would not schedule a meeting with an employee at Friday afternoon to discuss a conflict or a problem.

When we ask the sales manager if he is acting at work he is silent for a few seconds then he says that a very small part of him is acting at work and only towards the clients when he has to be understanding and show his competency. He feels that he could be himself around the employees and that it would be impossible for him to act someone he is not internally since they would see him through. He says that he is like a father to his employees rather than a boss since IKSU is not the type of organization where he could be a boss. He believes that since IKSU is an association the employees do not have to see the managers from below. The people in the managing group are regular people, and the managing director does not dress fancy because he is the top manager. It does not matter how one look; what matters is what one says and what attitude one has, and that could be traced through the whole organization.

He feels that he cannot affect if the employees enjoy their job or not. They have to make sure that they enjoy their situation or else they should find another job. He cannot use magic to make them feel comfortable; what he can do is to support and encourage them and to give them challenging and meaningful tasks. He knows that the private life affects the working life and vice versa and the limitation is that he cannot affect what happens in the employees' private life. Further, there is the limitation of time; he would like to spend more time with the employees, and says that it is a question of priority. One solution could be to make the strategic work at home and spend the days communicating with the employees. However, he tries so have a private life as well and do not know how he could balance those two parts in a suitable way.

### ***The Work and Relationship with the employees***

The sales manager considers the relationship with his employees to be easy and relaxed. The group can easily cooperate since they all are outgoing people and skilled, and they work towards the same goals. However, when the employees and he have different opinions the problem of finding the balance between coach and boss arise again since he has to make the final decisions. In general, he believes that they have a good working climate and that a culture has been shaped thus they are working towards the same goals. He believes a relaxed atmosphere where the employees can have an open dialogue is much more comfortable to be working in and the staff will enjoy working even in more demanding situations. He says that it is probably not the most efficient way of working, but the results will be better if everyone feel good. That is probably why people at IKSU work more hours for a lower salary then they would have received in another organization. He believes that people have their lives at IKSU and possibly a private life on side of that. He enjoys his working environment and whistles on his way to work.

When he worked as the marketing manager he was in charge of the employees of the reception and during the individual meetings with them he told the employees to give him feedback, both negative and positive. They gave him critique and even if it hurt sometimes, he believes it was good and that he used it to improve his leadership and way of working. He believes that feed back help him to develop and wants the current staff to give him feed back as well, even if they have not done that yet. He believes that their relationship is good enough and that the employees talk to him if they need to, even though they seem to avoid negative critique.

The employees work is rather independent. They follow a business model and have certain rules about how to sell a product or service, but since they have to listen to the needs and wants of the customers they have to make their own decisions. The sales staff has to be flexible and they have to follow up the sales and maintain a relationship with the customers. He explains that the sales staff have to be able to take own initiatives in different situations and that he cannot decide how they should act in every situation. He is there for them if they have specific questions otherwise the employees are free to make their own decisions. What he controls is the financial issues; e.g., is that contract signed, has that invoice been sent, did we receive the money for that project? They also have meetings to see that they are all at the same track, have the same vision and work towards the same goal. Thus, he does not look into details, only when there is a problem which, he says, seldom occurs.

The sales manager has meetings all the time with everyone, more or less. Every other week he and the sales staff have a sales meeting where they discuss ongoing projects. They also have a meeting where he informs the employees what was said at the meeting with the management group and any additional information which they do not know about. They also discuss and share ideas, thoughts and problems. Further, he and one of the sellers need to have a meeting with the managers of the prophylaxis department every third week to discuss what is going on in that area and receive more information about the prophylaxis services

they are selling. Further, he has meeting with the staff manager, wage negotiations and individual meetings with the employees. He believes their open office environment facilitate the daily work where they have the ability to have informal meetings and ask each other questions. He also point out the importance of finding a balance between the meetings and the informal meetings, hence the decisions become a reality and not just notes on a paper.

Except from the larger activity which is arranged for the whole work force, the small group of sales staff usually arranges two gatherings each year to have a good time. The informal atmosphere at work also helps them to come closer and strengthen their relationship. The sales manager believes that a mix of the informal coffee breaks at work and full day activities are good in order to improve the employees' relationships and their cooperation.

He believes that the employees are motivated by encouragement; they delegate challenging tasks to them and give them feedback when they provide good results. However, he knows that he has to improve his ability to give positive feedback and to prioritize doing it.

### ***Organizational Development and Goals***

The sales department are working towards is to reach the budget which they continuously work for and follow up every month. They have not introduced individual goals yet, but he is working on it and would like to have individual sale goals; they do not yet know how to create them and how it would be received by the employees. He says that there exist no clear goals which the employees could strive for, however, they cooperate and help each other to make the organization run. He and his employees have divided the customers and even if no specific targets are set, everyone knows that they have to sell more to each company in order to keep them as customers.

However, since they recently came up with a vision for IKSU he says that it is difficult to find a specific goal to work for. Further, they know in what direction they should work in, but since the organization is constantly growing and changing and the directions are being changed every second year and they never know where they end up. However, the board gives the managers guidelines and missions which they have to fulfil; e.g. what the members wants, quality of activities and instructors or who the target group is. The managers then discuss it with their employees and they will together work in order to complete the guidelines and directives of the board.

Considering the information flow he says that he knows that they have a problem with the information flow at IKSU and he says that it is very difficult. It does not matter how much information the employees are given, they will never get enough. They have to prioritize and try harder through emailing the employees or arranging meetings. The staff manager sends the other managers a news letter about the staff every week and informs about what is going on and will happen and the sales manager knows they could improve that part of the organization. The problem has been brought up and discussed and at the moment they are working on creating an intranet to be able to communicate between the different levels in the organization and facilitate the information flow.

### *Changes in the organization*

The sales manager says that the decisions about changes that are made during the management group meetings are naturally brought down in the organization to the employees of the different departments by their respectively manager. He believes that it works well and that the employees receive a sense of involvement.

He says that he and his employees have been informed about the changes that are going on at IKSU. The sales staff is not directly affected by the reconstructions that are going on at the moment and do not have to work differently. What the sales staff might face is the critique from the employees at their customer companies which are working out at IKSU. However, the sales manager and the others receive information about the changes every Tuesday which they then use to inform their customers about upcoming projects and changes. He says that the changes and reconstructions affect their work positively since they can use the new facility as a sales argument.

Since IKSU is a rather flat organization the employees could easily express their opinions and new ideas to the managing director. This will shorten the process since they do not have to go through the manager of their department to reach the MD. He says that the managers are good at listening to the employees at the lower levels e.g. instructors, receptionists and masseurs, and also to the members since they are financing the organization. They have to, otherwise they will be unsuccessful. The ideas are screened and brought up in the organization. He explains that he views the organization from a helicopter perspective and sees the organization from above and can more easily see what the members and the organization needs. It could be more difficult for employees at the lower levels to see the overall needs of the organization since they often see and hear need or wants of individuals. However, the sales manager says that his employees are welcome to come up with creative ideas and they do since they have better knowledge in some areas and he do not always knows what is best for the organization. Especially ideas concerning the area of relax and conference where they have to form individual services for the different customers in order to create customer value. Even the sales staff which handles the sales of membership cars has to be creative in their working tasks and questioning the business model they usually use.

### *Summary Sales Manager*

<b>Position and working tasks:</b> Responsible for all sales, manager and leader for the sales staff both at IKSU sport and IKSU Spa.
<b>Former experience:</b> Education in Sports science. Worked as a gymnastics teacher. Worked in the reception and as a manager at the marketing department at IKSU.
<b>Characteristics:</b> Happy, open, social, easy person to be around and cooperate with, a man of principles, he prefers to keep things in order and express his feelings out load.

<p><b>View on own leadership:</b> Tries to be a leader and coach rather than a manager or boss, wants to be friends with the employees. Leadership should be; easy, friendly, but serious when necessary. However, wants to make the distinction between friend and manager more obvious. Want to improve his ability to give positive feedback.</p>
<p><b>The work and relationships with employees:</b> Relationship with his employees is easy and relaxed. He does not have to force people to work because they enjoy working at IKSU. He gives them a “bag of responsibility” and do not care how they solve their tasks, they just have to do it. He wants feed-back from employees in order to improve his leadership.</p>
<p><b>Organizational developments and goals:</b> They have not introduced individual goals yet, no clear goals which the employees could strive for exist, however; they cooperate and help each other to make the organization run.</p>
<p><b>Changes in the organization:</b> The organization is constantly growing and changing and the directions are being changed every second year and they never know where they end up. Information flow could be improved. Since IKSU is a rather flat organization the employees could easily express their opinions and new ideas to the managing director.</p>

#### 4.1.6 Staff Manager

##### *Position and working tasks*

The Staff Manager has worked in the organization since 1992 and has a mixed leadership position at IKSU. After the marketing department started working with a marketing bureau, someone had to take over the leadership over the reception, which turned out to be the staff manager. At the present situation, she feels that she is not making a good job being responsible of both the staff and the reception. However, she has team leaders that handle the daily routines for both departments. There are two employees at the staff department, the staff manager and a subordinate that handles the salaries. The reception is handled by 20 people, excluding some part time workers. The Staff manager is not working much with operative tasks with the reception, which is instead handled reception coordinators. Their role is more similar to a team leader and not a manager.

The staff manager’s purpose is to support the other managers in the work with their staff. It could be to support the managers when they need to recruit new personnel and such. She has also been in charge of the reception since the beginning, but when the new MD came he did not want to be in charge of the staff as he felt that it would be too much, she got to be the staff manager as well. The organization is changing rapidly and new people are needed in different departments and sections of the organization, this leads to that there are many positions that are combined with other positions. Many meetings are needed in order to make everything work since people are coming and going all the time. According to her, this is hard sometimes as it feels like new things are started, new compromises are made but nothing is really finished.

### *Previous experience*

In upper secondary school she played volleyball and she ended up at IKSU by coincidence and has worked her way up from there. She has attended some internal courses about law, salaries, leadership training and for one and a half years ago she attended a staff manager education. She also emphasized that it is important to study on your own and be curious.

### *Characteristics*

She describes herself as open and positive and she rather see an opportunity than a problem. Working at this place she has learned not to fear change. When others have been asked of how they perceive their Staff manager they have said that she is easy to talk to and that they have faith in her. According to her, many employees come to her when they have a problem even though she is not their closest manager. As long as issues are brought to the surface it does not matter to whom it is brought up.

What motivate her are the values and the purpose of IKSU. The Staff manager drives approximately 200 kilometers to and from work every day and many co-workers think that she is crazy for doing that. She says that the co-workers and the atmosphere are incomparable and that the employees enjoy their work. People could get paid a lot better if working in another company so she believes that people are not motivated by the salary, instead they are motivated by the rewarding work and the joyful environment. She also says that she enjoys working with other people and that it is a motivator in itself.

### *View on own leadership*

She feels that it is of high importance to have faith in others and others feels faith in her; this leads to mutual trust and that people can risk a failure in order to grow. It is important to give others the opportunity to prove themselves and get the chance of succeeding with a task. She feels uneasy to call herself a “manager”. Most managers, including her, have been recruited internally and know each other very well, and this makes it hard to act as boss rather than a friend. She feels that some tasks demands that there is some power distance; wage negotiations for example. It is hard to be a friend with someone and then discuss how much that person’s work is worth. She says that this is an issue that comes with the position as Staff Manager, one has to be able to see the individuals as co-workers and not as personal friends, especially during wage negotiations. She also feels that the line between the work and the personal level is very thin. A group that is having problems due to issues between individuals will affect the work as well. She feels that this is one of the problems of being a leader, to know where to act and where to step back and let them solve their own problems.

One personal goal for the Staff manager is to be more as a coach towards the other managers and not direct too much. This is something that she tries to improve on an everyday basis and the problem often occurs when she want things to happen faster. Instead of letting the other managers think for themselves, she tends to give them directions. The Staff manager feels that she has learned much from the Managing Director when it comes to coaching the

employees instead of directing them. She feels that the positive thing is that it allows people to grow since it is they who have made the decision instead of getting the directions from someone else. She also feels that she tends to take care of things herself instead of delegating them to others, especially to the administrator of the staff department. She does not feel that it is anything she would like to do with her leadership that she cannot do. As a Staff manager she has an overall leadership position, she discusses a lot with the Managing Director about how to organize certain things so she feels as if she has lots of freedom in her leadership. However, this is something that she and the MD has discussed, what her role in the organization is. She is supposed to be responsible of the wage negotiations but that is under discussions. In order to give an employee an individual based salary she has to know what they have done and performed, which she at present has not been involved with and cannot therefore make that kind of decision.

What she is looking for when hiring new staff depends on the position. The Staff manager is mostly present when a full-time position is to be filled. Though, the most important thing when looking for new personnel is that they fit in and that they support the values that IKSU represents. Many employees know each other since earlier and many are about the same age. According to her, this creates a relaxed atmosphere amongst the employees. It is hard to know whether or not a person will fit in when talking to the individual during an interview. The staff manager also thinks that it is important to see what competence the individual has. This also varies with the position. It is more important that an aerobics instructor has charisma and can be enthusiastic on stage than to be an expert on all the moves.

### ***The Work and Relationship with the employees***

The staff manager is always making records of what is done and what is under progress, but she would not say that she is controlling the employees work since she trusts them to do their job. However, if she notices a problem she has to control why and where the problem is. She says that it shows quickly if something is not working. However, during time constraints she says that she often controls much herself and do not let the employees take their own decision and initiatives. It is hard to teach someone something when there is a time constraint since she could do it herself much faster. Since the organization has undergone rapid changes lately, new tasks and problems have arisen which she feels that it is unnecessary to hire new staff to solve. This leads to that one tends to have more and more work to do when small tasks demands time to be fixed all the time.

The Staff manager thinks that she has to work on her ability to give the employees critique and appreciation. Today, she does not give spontaneous appreciation to other people. She believes that this is due to that she does not need much appreciation herself since she knows when she does a good job. There has been a discussion among the employees to give better feedback. She says that she is not afraid to put down her foot. She says that she has become comfortable in her role as a leader and therefore thinks that it is okay to give critique and speak up when something is wrong. Although, she says that it is harder to speak up to people that are good friends, but it is necessary if the critique is justified.

She hopes that the employees feel that they can talk to her. A lot of changes have taken place during the fall and some decisions have been made in a hurry and therefore she feels that it is impossible to take everyone's opinion into account. She has tried to have some form advance planning in order to avoid for changes to come as a "surprise" for the employees. When the new entrance was build, it became really cold in the existing entrance and she says that the management received criticism from the reception staff for not foreseeing the problem. She thinks that when these kinds of problems occur, it is important that the employees dare to speak up and talk to her and other managers.

The Staff manager says that they have employee activities to improve the cooperation between them. They also have two hours a week when they are allowed to exercise during the workday, called prophylaxis. She says that at IKSU, many employees have already a lot of physical activity in their daily work, and therefore do not need additional training, so they noticed that some people did not use their two hours a week to exercise. She says that instead they suggested that they would do something together as a group, so they started to do different group activities. It the beginning it worked, but after a while some employees started to come up with excuses to not participate in the activities. Nowadays they usually arrange some activity around Christmas and something around summer, but she says that the activities are not crucial to improve the team spirit.

### ***Organizational Development and Goals***

She says that the managers and the board started to create long term goals about a year ago to decide where IKSU was going, but it was interrupted since the board felt that they needed to work with their internal issues before they could sit down and discuss. The Staff manager says that she has talked to the MD many times about hitting the brakes; the organization is changing too fast and it is hard to keep up. Many times, emergency solutions have been created which is not sustainable in the long run. She says that this in turn has created anxiety among the employees because things are changing too fast and information flows are having a hard time to keep up. She continues by saying that one way of slowing down the organization could be to put a limit on the number of members allowed. But when they see an increasing demand of exercise activities from both students and other people they want to be able to supply it. They have been asked to expand IKSU to other places and she thinks that the present MD is a true visionary and do not see any problems, whilst she can be a bit reluctant to change. An expansion to other places is according to the Staff manager too soon, she believes that there is still much to do in the present organization.

The Staff manager has always discussed the organizational goals, the department's goals and personal goals with the employees during the employee meetings. Again, IKSU does not have any clear goals as in "this is where we are going" or "this is what we want to do". They know what they want; they want people to exercise and feel good. What they are starting to feel is an urge from the employees to know where IKSU is going. They want to know what is going on and find a purpose with their job. The employees want to have clear goals to strive for in their everyday tasks that would also make it easier to assess one's own performance,

which is important to discuss during wage negotiations. The Staff manager feels that this is a positive thing, especially for the employees working in the reception that sometimes feels as if they are being left out. They are working towards making big organizational goals into small goals that each department can work with. The problem which they are actively working on is that some goals can be measured whilst some cannot be measured in the same way.

Considering the employees ideas she says that those are handled for each department; the reception get ideas of what they could improve, the gym get other ideas etc. It is hard to make everyone happy, but if there are several ideas or suggestions of improvements it will get the attention of the managers and will be solved if possible. She continues by saying that the managers have been much better in their work with new ideas in that they do not only come up with suggestions for “their own” area, but also brings forward ideas about other things as well.

### ***Changes in the organization***

She thinks that the employees have an influence of the change process. However, she has heard that some have thought that decisions have been made above their heads. She thinks that it is important that the team leaders have meetings with their employees and debrief them about their opinions and suggestions that they in turn can pass on to the managers. She believes that it is important that everyone can express their opinion.

She thinks that the information flow is something that IKSU has to work with. She says that within the different sections it works okay, but information flow between the sections is where the problem is. They are currently developing an intranet for the entire organization. The reception has had an intranet for two years since they have to know what is going on if members want to ask questions and such. When making a survey, the results that came back were that many employees at IKSU Spa felt worried since they did not know what was going on at IKSU Sport. She says that this could be easily solved with improved communication between sections. Further, it exist Tuesday meetings where the employees are briefed of what is going on, but not everyone are able to be present. According to the Staff manager, the more information that one is able to give, the better. She says that the Managing Director informs as much as possible. The negative aspect of this is that the employees must understand that some of the information they receive is not necessarily correct and might include projects that will not be fulfilled.

### ***Summary Staff Manager***

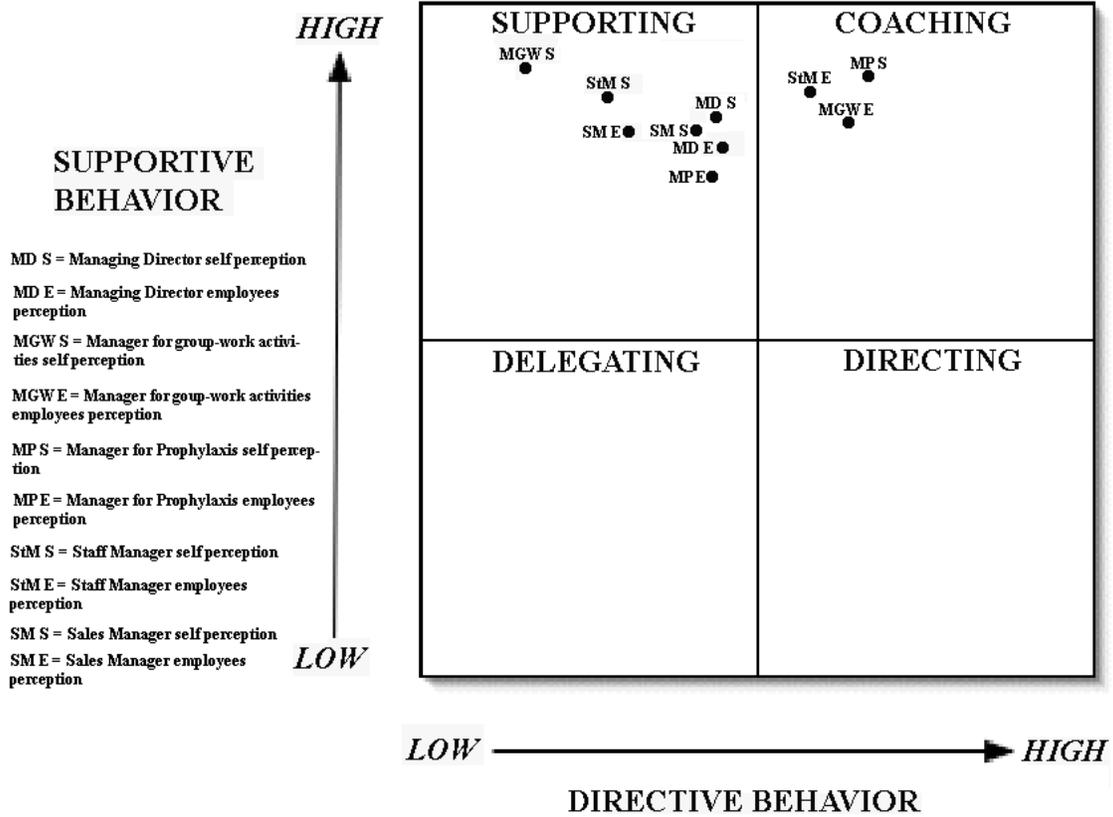
<b>Position and working tasks:</b> Responsible of both the staff and the reception. Support the other managers in the work with their staff.
<b>Former experience:</b> Work at IKSU since 1992, in various positions. She has attended courses in; law, salaries, leadership, and education to be staff manager.

<p><b>Characteristics:</b> Open and positive and see opportunities rather than problems, she has learned not to fear change, she is easy to talk to and employees have faith in her.</p>
<p><b>View on own leadership:</b> Important of mutual trust and that people can risk to make failure, “one has to be able to see the individuals as co-workers and not as personal friends, especially during wage negotiations”. Want to be more coaching; tend to take care of things herself instead of delegating them to others. She does not give spontaneous appreciation to other people.</p>
<p><b>The work and relationships with employees:</b> Not controlling the employees, trust them. It is important that the employees dare to speak up and talk to her and other managers.</p>
<p><b>Organizational developments and goals:</b> She has talked to the MD many times about hitting the brakes; the organization is changing too fast and it is hard to keep up. No clear goals exist, but the employees want to have clear goals to strive for.</p>
<p><b>Changes in the organization:</b> Employees have an influence of the change process. Problems with the information flow between the sections.</p>

## 4.2 Questionnaire results

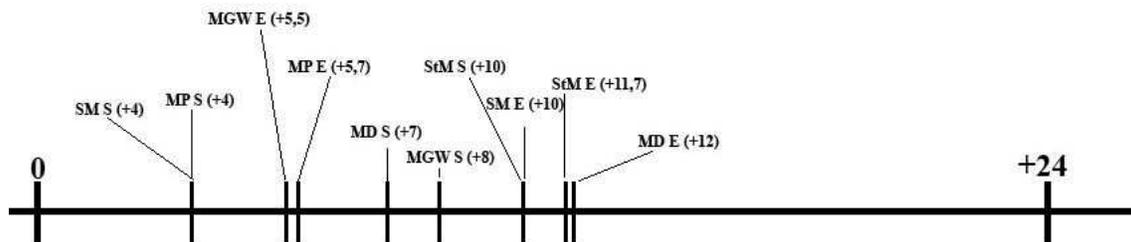
Here will we present the results from the questionnaire. Each course of action for every situation corresponds to a specific leadership style in the four quadrants in the Situational Leadership Model. The quadrant where most answers fall will be the dominant leadership style for that person. The other quadrants will represent “supporting” styles depending on the frequency of responses in those quadrants. Dominant style plus supporting styles will be the style range. In each question, the situation also reveals something about the subordinate maturity, meaning their competence and commitment to achieve the task. Depending on their maturity, different leadership styles will have different probability of success in that particular situation. The leadership style with the highest probability of success will be scored with +2, whilst the style with the lowest probability will be scored -2. The second best alternative is scored +1 and the third -1. The result will be a measure of the individual leadership style effectiveness and is measured on a scale from -24 to +24. The results of the questionnaire have been plotted in figure 4.1 and 4.2 below. Tables on how to score the answers in the questionnaire can be found in 8.5 in the appendices.

Figure 4.1: SLM plotted results



Due to that no leader received negative leadership adaptability; figure 4.2 is a measure of their effective leadership ranging from 0 to 24. This is done in order to be able to give a more detailed picture figure.

Figure 4.2: Leadership adaptability/effectiveness 0-24



As can be seen in figure 4.1 above, most answers from the questionnaire fell within the supporting leadership style quadrant. The majority of leaders thought that their dominant leadership style was Supporting. Actually, only the Manager for Prophylaxis believed that she used Coaching as a dominant style. The plotted results show that the self perception of the leaders and the perception of the leaders' behavior from the employees are very similar. The largest difference can be found between the self perception and the employee perception of the Manager for group-workout activities.

Figure 4.2 shows that all leaders are on the positive end of the leadership adaptability/effectiveness line where both the leaders self perception as well as the employees perception of the leaders have been plotted within 8 points (+4 - +12).

Below are the actual calculated results from the questionnaire.

### ***Managing Director***

#### *Self perceived style*

Dominant style: Supporting (6).  
Supportive style: Coaching (5), Directing (1).  
Style adaptability/effectiveness: +7

#### *Subordinate mean*

Dominant style: Supporting (5).  
Supportive style: Coaching (4), Directing (1), Delegating (2).  
Leadership adaptability/effectiveness: +12

### ***Sales Manager***

#### *Self perceived style*

Dominant style: Supporting (6).  
Supportive style: Coaching (4), Directing (2).  
Style adaptability/effectiveness: +4.

#### *Subordinate mean*

Dominant style: Supporting (6,5).  
Supportive style: Coaching (3,5), Directing (1), Delegating (1).  
Leadership adaptability/effectiveness: +11,5

### ***Manager for group-workout activities***

#### *Self perceived style*

Dominant style: Supporting (9).  
Supportive style: Directing (1), Coaching (1), Delegating (1).  
Style adaptability/effectiveness: +8.

*Subordinate mean*

Dominant style: Coaching (6)

Supportive style: Supporting (3), Directing (3).

Leadership adaptability/effectiveness: +5,5

***Manager of Prophylaxis***

*Self perceived style*

Dominant style: Coaching (7).

Supportive style: Supporting (3), Directing (2)

Style adaptability/effectiveness: +4

*Subordinate mean*

Dominant style: Supporting (5).

Supportive style: Coaching (3,7), Directing (1,7), Delegating (1,3)

Leadership adaptability/effectiveness: +5,7

***Staff Manager***

*Self perceived style*

Dominant style: Supporting (7).

Supportive style: Coaching (3), Delegating (2), Directing (1).

Style adaptability/effectiveness: +10.

*Subordinate mean*

Dominant style: Coaching (5,7).

Supportive style: Supporting (3), Directing (2,3), Delegating (1).

Leadership adaptability/effectiveness: +11,7

## **5. Analysis**

In the following chapter we will analyze our results through recurring themes that could be found when reading the empirical material. The themes will be discussed through our interpretation of the empirical findings at IKSU and analyzed with our theoretical framework as a base as well as incorporating our own reflections. We will start analyzing the leaders' background and their leadership styles. We will continue the analysis by discussing about the leaders relationships and work with their employees. Finally we will analyze the results from an organizational level where we look at the goals and changes at IKSU. This will enable us to create an understanding of the leadership at IKSU.

### **5.1 Leader's background**

Most of the present leaders have come into contact with IKSU through their interest in sport or that their education has been in the field of sports pedagogic or such. Their present position within the organization is not in line with their education since they are currently working as staff manager, sales manager etc. They started out working at IKSU and have worked their way up in the organization. The fact that their interest and education lies within sports and physical exercise, and that their position is totally different from that, shows how attractive IKSU is as a workplace for these individuals. If the managers felt that they would like to continue working within their field of education, they could have done that elsewhere. However, IKSU seems to offer great joy in the everyday work tasks even though it many times has nothing to do with sports. Therefore, one is led to believe that it is the strong organizational culture and atmosphere that is attractive to the employees.

This has always been the case in the history of IKSU. According to the interviewed former board member, when IKSU was still a young association in the 1960's, the organization was small and all leaders were at the time teachers in gymnastics or had other types of education within sports. One might believe that the general managerial competence would be higher in corporations that have a commercial purpose and it has been discussed in literature that the level of managerial skill might differ between the non-profit and profit sector (Morris et al., 2008, p.108; Taliento & Silverman, 2005). One reason for this might be that a profit-organization often has shareholders that have invested great amounts of capital in the business and are expecting to get return and therefore puts pressure on the board members to focus on maximizing the profits. This leads to that the organization must have highly skilled management. This is not the case in most non-profit organizations such as IKSU since they do not distribute their profits to the shareholders. The board members of IKSU focus mainly on the core activity of the association, which is physical exercise. This means that the top-down pressure from the board mainly deals with being able to provide quality personnel within the area of physical fitness, and it has therefore been common to internally recruit management staff instead of hiring externally. The internal recruitment has therefore lead to that experienced and ambitious employees has gained ranks and eventually had a leading position within an area of the organization.

However, as of the year 2000, IKSU wanted to become more business oriented and hired a new Managing director who is the only individual amongst the manager staff that does not have a degree within the area of sports and health. He has run own businesses since he was young and he sees himself as an entrepreneur. One reason to fill the position as a Managing director with an individual that was highly experienced within business was that IKSU wanted to become more business oriented and privatize parts of the organization. In our opinion, this strengthens the theory that the level of managerial skill tends to differ between the non-profit and profit sector. The level of managerial competence tends to increase (by the recruitment of new qualitative staff) the stronger the business-orientation of the organization becomes. When IKSU decided to privatize parts of the association, they hired a new Managing Director with lots of experience from running businesses for profit.

## **5.2 Perspective on Leadership**

### **5.2.1 Leadership definitions**

Most managers interviewed seem to view good leadership as giving employees responsibility and make them develop their skills as well as motivate them in order for them to find joy in their work. For example the Managing Director believes that it is important that the employees are empowered and are able to make their own decisions and that his job is to influence and motivate them to work in the same direction. Another example is the sales manager, who believes that in his position it is more important to be a leader and a coach rather than a manager and a boss. He argues that it is not sustainable leadership to give orders to subordinates. Instead, he believes that he has to create confidence in the employees and give them long-term guidelines in order for them to work independently and take own initiatives and decisions. This shows that their view of leadership is similar to the definitions in literature that agrees that leadership is a process where the leader is influencing other people to achieve the goals of the organization (Yukl, 2006, p. 3). This is also shown in the questionnaire results where most of the leaders perceived themselves to be supportive in their leadership style. Further, this was in turn strengthened by the subordinate perceptions of their leadership behaviour.

### **5.2.2 Leader or a Manager?**

Kotter (1990) makes a distinction between a leader and a manager and states that management deals mainly with planning and budgeting, organizing and staffing, controlling and monitoring. The task of a leader is different, they have to communicate with the employees, support cooperation, motivate and inspire the employees in order to create commitment to the goals (Kotter, 1990, p. 4). The leaders interviewed are aware of that they are responsible for some management tasks such as budgeting, staffing and organizing, but that these tasks are only secondary. The interviewees see their tasks mainly as motivating, inspire, communicate direction and support their employees. This indicates that they truly see themselves as a leader and not merely an individual in a managerial position. The extreme view of the leadership – management process by Bennis & Nanus and Zaleznik is that they are mutually exclusive, meaning that the two cannot exist in the same person. The results of

our interviews takes a step away from this view, the interviewees see themselves in both roles at the same time, they are aware that they have both leadership and management tasks, and the main priority lies with the leadership responsibilities. Therefore, Hughes et al (2006) support our findings that leadership and management are two overlapping functions.

It could be discussed if this view of leadership has been shaped by working at IKSU, an NPO, or that their background within the field of sports have given them another view of leadership than the “managerial mindset” where efficiency, controlling financial goals, organizing etc are of high priority. We argue that this mindset is more common when dealing with individuals that have a degree within business administration and economics or have long experience working in big for-profit corporations. One idea could be that it is a combination of both factors. Due to the fact that NPOs tend to attract individuals with the same values and beliefs as the organization, IKSU has attracted people with a background from the area of sports and physical exercise and has therefore imbued their view into the whole organization.

### **5.2.3 Leadership styles**

As can be seen in the empirical chapter, the results of the questionnaire shows that most managers are leading with a supportive leadership style, only the manager for prophylaxis believed that her dominant leadership style was coaching. However, her employees disagreed and also thought she mainly used a supportive style. As also can be seen, the employees of the staff manager as well as the employees from the manager of group-work activities perceive their style to be coaching while the managers perceive themselves to use supporting. The perception of what leadership style one uses could vary depending on the relationship with the employees. If the leader is a good friend of a subordinate, one can assume that the leader would use less harsh methods and letting the subordinate decide for him- or herself instead of just telling them what to do and how to do it. However, what is important to notice is that the majority fall within high supportive behavior and medium directive behavior, with a tendency towards a supportive leadership style. The supportive leadership style is most appropriate to use when employees have fairly high competence and a variable commitment to achieve ((Hersey & Blanchard, 1981, p. 40). However, what has been understood from the interviews is that the employees are highly motivated in their work. Thereby, the most appropriate leadership style would instead be Delegating, being both low in relationship behavior and low in task behavior. An explanation to why the leaders are not using Delegation as a dominant style is that, if the leader is not caring for the relationship with the employees, the close relationship between leader and subordinate, as well as the employee motivation and commitment might decline. This would thus lead to that the reason for the employees' high commitment, is that the leaders are actually caring for them and support them in their work. The leader supports the employee in order to increase motivation and they share ideas and discuss what to do and let the employee be the one that decide how to complete the task. The results from the interviews show that the leaders in the organization strive to support their employees, and are trying to make the employees decide for themselves instead of being told what to do. This supports the explanation given to why the leaders

would rather use high relationship leadership style instead of adopting a low-low leadership style. The underlying meaning that can be found in most interviews is that they would rather be supportive and inspire the employees to challenge themselves in order to grow and develop instead of being a “boss” who directs individuals and impose his or her own will.

It should be emphasized that the supportive leadership style is their dominant leadership style and does not mean that they use that style in all situations. The results also show that they are able to use other styles as well depending on the context. The leader’s adaptability to change their leadership style to different situations was also calculated. As can be seen in the empirical chapter, no leader had an ineffective leadership, everyone perceived themselves and was perceived by their employees to use effective leadership ranging from +4 to +12. The result can be interpreted that they are all able to adapt their leadership relatively effectively to the situation to a certain extent. These results find support in the interviews. For example, the Managing Director emphasizes the importance to “adapt the leadership to the situation”, and he is actually the one that is perceived to have the most effective leadership of all interviewees, he scored +12 on the scale.

Drucker (1981) has argued that the biggest difference between for-profit corporations and non-profit organizations is when it comes to managing people and relationships. We believe that the situation at IKSU shows this to be true. As mentioned earlier, the employees of IKSU consist mainly of individuals with a background in within sports pedagogic or such and the interviewed leaders say that the relationship between leader and employee are very informal and a lot of close friendships have been created. This could be one explanation to why we see such a strong pattern of using a supportive leadership style when dealing with the employees. When having close relationships among the subordinates, it could be inappropriate to use a Directing leadership style that focuses mainly on the task and telling the employee what to do and how to do it. Probably this would not motivate the employee and could damage the close relationship. This issue is actually addressed by the interviewees who say that it sometimes hard to be both a friend and a leader. For example the staff manager said that at same time as he wants to be their friend, he wants the employees to take him and his decisions seriously when there is a specific problem which has to be solved. One would believe that a regular corporation would not develop as many strong personal relationships as an NPO who attracts people who share the same basic beliefs and values, and this would then reflect itself in the adopted leadership styles that would be highly focused on relationship behaviour.

### **5.3 Relationship with employees**

#### **5.3.1 Friendly relationships**

Bolman & Deal (2003) states that leadership is not simply a matter of what a leader does, but what is in a relationship. Further he says, and we quote; “Leaders are not independent actors; they both shape and are shaped by their constituents” (Bolman & Deal, 2003, p.338). The overall picture that we have received of the relationships between the managers and their employees are positive; rather informal and friendly. The Manager Director describes their relationship as structured but informal. The managers want to have close relationships with

the employees and they want the employees to speak up when there is a problem. Further, they all seem to believe it is really important that the employees feel that they can talk to the managers. The manager for the group workout activities says that she are not trying to create a nice environment, however, she knows that she should do that and even though she is not a very social person she are working on it to make the improve the relationship.

The Manager Director seems to have a close relationship with the others in the management group, and the managers seem to have a good relationship with their employees (the middle managers). However, the top managers do not have the time or prioritize the relationship with the employees at the grass root level. They are trying to have a relationship with the employees at all levels, but as the organization keep growing that contact will be even more difficult to keep. Further, many of the managers have worked their way up in the organization and have friends in the working force. We can see that such a situation has both positive and negative effects. Their relationships facilitate the cooperation and communication between them at a daily basis. However, we can see a pattern that when the managers have a too close relationship with the employees they have problems with finding a balance between being a friend and a manager towards their employees. This problem could be connected to the theory of Hughes et al (2006) which view leadership and management to be two over-lapping functions. The managers at IKSU find it difficult to balance the two close connected functions of being the “bossy manager” and the “friendly leader”. Further, the friendly relationship between the employees and their managers could be one of the reasons for why the managers seem to think it is difficult to speak up and be critical towards the employees. Our overall understanding is that the managers have difficulties with this part of the leadership. The managers know that they have a responsibility to reach the financial goals and to make the employees work for those goals, but their friendly relationships make it difficult to be critical.

### **5.3.2 The informal working environment**

Ekstam (2002) argues that successful leader has to understand that everything the leader say or send out to the employees about their performances and abilities will affect the employees´ way of working and how they view their working tasks (Ekstam, 2002, p.23-24). We can see that the managers feel that they belong to IKSU to some extent and that they can be themselves around their employees. In situations where they have to negotiate with customers and act professional they might use a part of their personality that is less informal, however, in their regular position they feel relaxed and comfortable. This behaviour could be traced through the whole organization: the managers have observed their leader, the MD, and are influences by his informal but professional way of approaching them and the managers are acting similar towards their employees (the middle managers). We argue that since the managers are showing that they can be themselves around the employees and are comfortable in their situation; they send out positive signals and become good role models for the employees. The managers seem to live as they learn e.g. make the employees feel comfortable around them which might motivate them to work. This conclusion about the informal environment leads us to the discussion about the cultural importance at IKSU.

### **5.3.3 The cultural importance**

The relationships between the employees and their managers seem to be relaxing and could be a result of the strong organizational culture that could be found at IKSU. We can see that it is a rather flat organization meaning that the employees at the grass root level can easily reach the Managing Director if they want. Their office is open and built in order to facilitate the communication and cooperation so the managers and the middle managers sit close to each other. Further, the managers can easily have coffee breaks together with the middle managers which have helped them come closer to each other. Kaliprasad states that in order for an organization to create sustainable success they have to create a high performance business culture (Kaliprasad, 2006, p.27). Another thing that supports the importance of a strong culture is that the staff manager looks for people that fit in and support the values which IKSU represent when hiring new employees. Many employees are in the same age and the managers have worked together before they became managers which creates a relaxed atmosphere amongst the employees and creates an organizational culture.

At least one activity is arranged for all full time employees each year. Then, each department arranges gatherings, usually two times per year, to improve the cooperation and relationships between the employees. However, the already strong organizational culture seems to have strengthened the relationships though informal meetings and daily contact and the arranged activities seem to be less effective. The managers do not think that the outside of work activities are significantly important and that the informal meetings at work are the ones that matters for their good atmosphere. The overall impression is that IKSU seems to have succeeded in creation of an organizational culture. A possible reason for that could be that the managers and instructors get influenced by the positive energy which they are surrounded by since the members are there during their spare time to work out and feel good. They might also be affected by the fact that they are working to fulfil the needs of the customers which are the members and owners and such a large part of IKSU.

Further, the managers at IKSU do not have the problem with uninterested people who do not come to work or work too little, rather the opposite. People often work too much and the managers have to tell them to go home. The overall opinion of the managers is that they could receive a much higher wage if they worked for a for-profitable organization, but they have chosen to stay working at IKSU since they enjoy it. This is probably because the employees at IKSU work with their interest and because many of them have been working at IKSU for a long time and been part of its growth and development.

### **5.3.4 Team work**

Today, most of the big and middle sized companies are run by leading- or management teams rather than one single manager. Belbin (1993) states that a lot of research supports the argument that; the fastest and easiest way to change the possibilities for an organization is to replace the top manager, which indicate that leadership is vital in organizations development. However, leadership is though always important and team leadership is no exception (Belbin, 1993, p.11). The situation at IKSU is though more complicated since the top management has

the board above them which makes the final decisions and has the overall control of the organization. The Managing Director has a responsibility to report to the board and is responsible to fulfil the goals he receives from the board. The managers work as leaders for their employees and encourage them to work together for the organizations development and growth.

The management team is built of skilled people who have worked at IKSU for a long time. The Managing Director let the managers make their own decisions and he wants them to work independently without his opinions, at the same time as they know that they can ask him if they need advice. We can see that the MD's way of working has influenced the other managers' work towards their employees. They let their employees be part of the decision making processes and take care of the employees skills and knowledge rather than doing everything themselves. Ekstam (2002) states that the leader is dependent on the employees since their performances are what make the organization running. It is therefore significantly important to make it work in an optimal way. Another cornerstone besides the role model that Ekstam (2002) argue has to be part of a successful leadership is the team-builder. It seems like the managers at IKSU allow the employees at the higher levels to be creative and take own initiatives which makes each individual the possibility to contribute to the organizations' development. The managers seem to trust their employees and know that the employees are skilled and have the right competencies and that they together can reach success. The managers for the different departments work close together with their employees and have a lot of meetings and discussions about what is going on or should be done in their department. They also seem to adjust their leadership to the situation and employees are given space and freedom to make decisions and take own responsibility. The managers together with their employees seem to be well functioning teams where the manager works as a support for the employees.

## **5.4 Communication and information flow**

### **5.4.1 Information through meetings**

Ekstam (2002) argues that it is important for the successful leader to be a communicator. A conclusion we could make from the interviews was that the weakness at IKSU can be found in the information flow and the communication. The board, the Managing Director and the management group have several meetings of different kinds each week and one could think that the meetings would help the information flow at IKSU. The Managing Director has meetings everyday with the managers for the different departments to follow up their work, discuss ongoing projects and see what they have accomplished. Further, the managers have meetings with their employees. The information flow seem to work in the top of the organization; the MD and the Management group and possibly their closest employees feel that they receive all the needed information of what is going on in the organization. However, the employees at the grass root level seem to lose a lot of information since they do not get the overall perspective which the others get from the meetings. One reason for the communication problem is that many of the employees at the lower levels are part-time

workers and seem to be missing a lot of information about changes and further developments. This problem is supported by Lindberg (1999) which says that it could also be difficult to lead a NPO since part of the working force is employed while others work voluntarily which could create conflict that are difficult to handle. The managers seem to be aware of the problem and want to improve the information flow. We will discuss the problem further below.

#### **5.4.2 Creativity and handling of ideas**

Since the members are the owners of IKSU and since IKSU exists to fulfil the needs of the members the managers believes it is important to listen to their ideas and wants when they invest in the facility. In a for-profitable organization the managers would have listen to the shareholders wants which could to some extent be compared with the members of IKSU. However, the members in a non-profit organization are at the same time the customers and the management has to listen to their opinions carefully to keep the organization going. Due to their interest in the members opinions the managers have to listen to the employees at the grass root level e.g. the instructors since they meet the members during the workout activities on a daily basis. There is no formal way of handling the ideas from the members and the grass root level staff, but the managers of each department have the right to fulfil some interesting ideas, otherwise they will transfer it to the management group. If the ideas involves a project that will cost a large amount of money the idea is transferred further to the board. Even though the organization is flat and people at the lower levels can reach the management the system might only function to some extent. IKSU has grown a lot and is a large organization and the question is how many ideas that actually reach the top management and the board and they might need a formal system to handle the ideas.

Morris et al. (2008) writes that in order for the organization to survive it continuously has to develop and therefore it is important to develop the employees. There are three components of successful creativity in organizations and those are; expertise, motivation and creative thinking (Morris et al., 2008, p.139). The managers seem to take really good care of their employees ideas. The employees which are the middle managers have to be creative in their daily working activities and the managers expect them to be that which will develop them as individuals. Another part of a successful leadership which Ekstam argue for is the Developer; the leader has to make sure that the organization develop and grow by listening to ideas and by letting the employees be creative. We believe that the managers at IKSU seem to understand the importance of this part of the leadership and that everyone let their employees be creative. They trust the employees and know that they are needed in order to make the organization change and develop. This leads us further to the discussion about how the changing processes are handled at IKSU and how involved the employees are in the changes.

#### **5.4.3 How the employees and managers view changes**

Ekstam (2002) argues that a successful leader has to be a developer. Organizations today have to develop in order to continue being competitive and only a healthy organization are able to follow the changing environment. It is important that the organization itself is healthy

and is functioning well in order for the teams in the organization to function. The managers as well as the employees are part of the creation of the healthy working place, and the results will be positive when the employees feel comfortable in their working place. A healthy working place are created when the employees are given; inspiring challenges, freedom, support for ideas, trust, a working place which feels alive, debate and risk taking (Ekstam, 2002, p.159-164). IKSU has constantly grown during its years in existence, therefore it is important to understand how the managers view the changes and how the employees handle it.

The changes and the rebuilding of IKSU are made since the members demand activities which require the facility to change. The managers understand that changes are necessary in order to keep the members. However, the information flow before a change is considered poor at IKSU. We can see a pattern that those who receive the right information and those who understand why the changes are made, often the managers and their closest employees, the middle managers are positive to the changes. When the information is limited people often complain during the changes, but when it is finished and they understand the background reason for it they change become more positive.

Research on creativity has shown that people will perform well and create good results if necessary information is given about the subject before. It is the situation and the environment that make a person creative in a given situation (Ekstam, 2002, p.168). Ekstam also explain that employees have to be aware of the organizations situation to be able to understand the change and contribute to it (Ekstam, 2002, p.179-181). The managers at IKSU believe that they give the employees enough information, but the employees still feel surprised when the there is a change. Morris (2008) says that creativity starts with a preparation phase where the employees define the problem and gather information (Morris et al. 2008). Ekstam (2002) states that the employees should actively participate in the changing processes and therefore need to have the willingness to make the changes. The willingness has to be created by the leader through the factors which give the employees the possibility to understand the changes and become involved (Ekstam, 2002, p.179-181). IKSU has problems with the information flow, especially to the employees before a change and those who are mostly affected are the employees at the grass root level. They do not receive enough information, at the same time as they are directly affected by the changes; e.g. during the rebuilding of the facility. The managers agree that the information flow has to be improved and they are working on an intranet where the information will be available to all employees. To make the employees understand why a change is necessary it is not enough to inform them about, but they have to feel that they are part of it through discussions. The middle managers at the prophylaxis department seem to be involved automatically in the discussions; however, the employees at the lower levels, are not involved. The managers at IKSU explained that the full time employees were gathered to discuss IKSU's future development, two years ago. We believe that their participation increases their motivation and that IKSU should keep having those kinds of discussion groups for future projects. We understand that not all employees can be part of the discussion in all new projects, but if the full time

employees can be involved and not the management group only, the overall motivation in the organization will probably be positively affected.

IKSU is a successful non-profit organization and since the profits are reinvested in the organization which will lead to further growth, their desire for development and growth come naturally, as we also mentioned earlier. What drives them to work hard for development is not because they have competitors which they have to out compete, but since they know that success will lead to further success. For-profit organizations distribute their profits to shareholders which may slow down the development. NPOs, and therefore IKSU, have to reinvest the profits in the organization which will directly lead to further development and an improvement of the facility. Therefore, we consider the leaders at IKSU to be developers. What motivates the managers and the employees at the higher level to develop IKSU is their ability to directly affect the development and be part of its success, not because they receive higher salaries or bonuses when the organization make profits.

## **5.5 Organizational goals**

### *No clear goals, but a strong vision*

From the interview we can understand that IKSU does not have any clear goals which either the managers or employees follow. The managers that we have interviewed agree that clear goals are important and have to be formed and the employees at the lower levels have asked for goals which they could work for. The different departments have budgets and financial goals which they have to follow each month and they have a general vision about the direction of the organization; the instructors should have the optimal education; the organization should have the best range of activities, well suiting premises, and they should always strive for further development and improvement. Ekstam (2002) states that one of the important things a good leader has to do is to make clear goals and make the employees understand them (Ekstam, 2002, p. 58-59).

Since the mission of NPOs is to create social value rather than generate profit their goals are often not as clear and distinct as in for-profit organizations (Morris et al., 2008, p.108). However, according to the Managing Director, since IKSU is a non profitable organization and the profits they make are reinvested in the organization and make them grow, it lays in their nature to have the goal to develop and they strive to reach the financial goals. This might be good for the organization in general. However, since no clear goals have been set by the Managing Director or the board, the middle managers will have difficulties to create goals for the employees in their departments. E.g. when the employees in the group activity department demanded clearer goals and directions their manager was suppose to follow up those wishes, but she has not since she could not find any specific goals that could be used by all departments. She wants to create goals that all employees could work for in order to create a common strategy. She believes the reason for why they have not come up with any large and common goals because they have not taken the time to ask the members what they want. She believes that goals should be made in teams to be effective and they should be able to be measured to see how well the team has succeeded. However, the horizontal communication

does not seem to work very well which could be one reason why they should create common goals. On the other hand, they might improve the communication before they create goals which they have to achieve together, otherwise they might fail to reach them.

The results from the psychosocial guide which the employees at the prophylaxis department fill in showed that the employees thought that the goals were vague. The manager of prophylaxis wants to improve the way of working and start working towards set goals so that the employees understand how to work in order to make it as efficient as possible. IKSU is constantly growing and she thinks that it is important to stop and ask where they are going. People receive more working tasks and it may be necessary to create goals to guide the employees.

Considering the goals at IKSU we can conclude that there are no clear goals which the employees can work for. Though, it seems like the guidelines and vision becomes more clear and precise higher up in the organization. The Managing Director seems to have the opinion that long-term goals are not very necessary since it lays in their nature to focus on a sound financial situation and to make a surplus which will make them develop since they have to reinvest the profit in the organization. However, goals are good to have even though the organization develops without clear goals; it gives the employees positive energy and the challenges make them develop as human beings (Ekstam, 2002, p. 58-59). Further, the managers that we have interviewed, which also is part of the managing group, have the financial goals which they have to fulfil. To be able to reach those goals they try to motivate their employees to work for those goals by explaining why they are important to reach. However, the managers have received wishes from their employees and they can see a demand of clear goals from the employees at the grass root level in all departments in the organization. The fact that the MD seems to have more general goals for the whole organization might affect the managers for each department way of thinking about goals. We have seen that they all agree about the unclear goals and they say that they are working on it but that they have not found any goals that might inspire employees at different departments at the same time. However, what they probably have to do is to gather the managers for each department and discuss about common goals which they can all strive for, and then the managers have to make smaller and more concrete goals which their employees can relate to and in an easier way strive for. Even though the goals often are less concrete in NPOs, IKSU is a growing organization with many employees who have requested clear goals to work for. In order to improve the leaders' roles as role models which would be efficient for the work with the employees, clear goals are therefore something that IKSU has to work for and create.

## **5.6 End Discussion**

The themes that have been analyzed above are all interrelated to each other and should therefore not only be analyzed as individual themes but what implication they have for conducting leadership at IKSU. The concept of an NPO is very broad and when analyzing the themes together, as well as how and why the organization could be regarded as successful, it is important to know what specific organizational type that we have identified IKSU to be. It

has been mentioned before, but as a remainder it should be said that we have identified IKSU as a mix of a mutual benefit organization (Morris et al., 2008, p.106-107) and a “folkrörelseorganisation” or social movement organization/voluntary association (Jonsson, 1995, p.26-31). Therefore, the analysis has to be seen from within this context.

When talking about organizational success at IKSU one has to understand what it means to be successful in an NPO such as IKSU. Some NPOs are dependent on donations from the public in order to support their cause. Examples of this are the Red Cross, who has humanitarian purposes, and Greenpeace, who tries to protect the environment. When the organization are able to fulfil its purpose and maintain a healthy economy (i.e. not going bankrupt) it could be regarded as successful. The aspect of organizational success is different for these kinds of NPOs than from IKSU. A mutual benefit organization do not donate their resources for a specific cause, they reinvest it into the organization instead. This leads to that when IKSU is able to maintain a healthy economy, the profits are reinvested into the organization which is then used to fulfil its purpose, to enable its members to practice sports, outdoor- and prophylaxis activities as well as promote camaraderie (IKSU A, 2007). This in turn attracts more members which increases the profits, which then leads to even more activities and better equipment etc which helps them to fulfill its purpose even better. Thus, the aspect of change cannot be ignored when talking about organizational success at IKSU since they are so closely intertwined. Is it possible to say whether IKSU is successful because it changes or that it changes because it is successful? The aspect of change and its impact on the leadership will be taken into account when discussing later on.

Since all themes are connected in some way to each other it does not really matter where our starting point is, but it would be most appropriate to begin with the leaders similar background. As have been discussed earlier, most of the present leaders at IKSU have a background within physical exercise and sports pedagogies which could be seen as a factor that unifies them. A shared background could support and strengthen the personal relationships between the leaders themselves as well as provide an understanding for the work tasks of the subordinates, who also have a similar background. This shows itself in the close relationships that exist between both the leaders themselves and between leaders and subordinates. The flat organizational structure together with the close relationships creates an informal atmosphere throughout the whole organization that is uncommon to find in profit organizations. The friendly relationships are so strong at IKSU that some leaders feel uneasy to have wage negotiations with a “friend”.

There seems to be a clear distinction between an organizational vision and an organizational goal. The answer could lie in the lack of measurability of tangible goals, whilst a vision is expressed in general terms. Taliento et al. (2005) confirms our findings that it is harder to set goals within NPOs since they are often harder to measure and tend to be behavioural. At an organizational level, this could create some uncertainty between departments since it is hard for the leaders to know if and where more effort is needed, this could lead to that the organization is working in different directions, as compared to most profitable organizations that have tangible goals to work towards. Leaders at IKSU are aware of this fact and are

working towards establishing set goals in order to improve performance at all levels in the organization. Our understanding is that the difficulty of goal settings depends partly on the lack of information flow, which in turn is affected by the continuous change caused by reinvestment of capital. There seems to be a consensus that the lack of information is greatest between departments, and less within departments. The reason for this could also be found within the close informal relationships that exist between leader and employee. A lot of information is spread through meetings and “word of mouth” and due to the close relationships; all employees within each department talk to each other and thereby tend to know the same things. However, the communication between departments is not as good as it is mainly handled by meetings with the leaders from the departments which then have to pass it on to the employees at their department. Even though they have an informal way of communicating within the different departments, information of what is going on at other parts of the organization tend to be ambiguous and therefore also lagging behind. From an organizational perspective, informal communication is seen to be used to a larger extent in non profitable organizations than in profitable ones.

Even though IKSU is a flat organization and the atmosphere is relaxed and informal, the information flow works better within the different departments and at the higher levels in the organization than between the different departments. If the leaders at IKSU could be considered to be good communicators the employees at the grass root level have to receive better and more information and be involved in the developments and changes to a larger extent. One reason for the problem with the communication occur is because many of the employees at this level are part-time workers, while others are fulltime workers, and seem to be missing a lot of information about changes and further developments at IKSU. The employees’ involvement during changes would give them a better understanding for why the changes are being made and make them feel more encouraged in their work. We therefore argue that the communication between different departments could be improved at IKSU in order to facilitate the leadership.

A discussion that follows from ambiguous goal setting and informal relationships within the NPO is that of the leaders’ style of leadership. A direct consequence of not having clear goals would be that the leadership would be focused more towards the relationships rather than the specific task. This is seen to be true from the questionnaire results. All answers received showed that the leaders used, as well as was perceived to use by the employees, a high relationship leadership style IKSU. This could find its explanation in that there are no clear goals to work against. The leader has no clear objectives to aim towards and therefore, it is difficult to know whether the completion of a specific task will contribute to the achievement of a particular goal. Drucker (1990), states that in no area are the differences greater between businesses and non-profits institutions than when managing people and relationships. This statement supports our findings of the relationship focused leadership style and indicates that focusing more on the relationship rather than the task itself would be more effective when operating within a non-profit organization. Also the fact that the leaders are friends with each other as well as with the employees could play an important factor when it comes to the used

leadership style. As was said during the interviews, some leaders felt uncomfortable when having wage negotiations with employees that they also regarded as personal friends. This “problem” could be more common in NPOs as many members in these types of organizations have similar backgrounds and values that could work as an incentive to develop closer relationship than “just” co-workers. As already been established, the appropriate leadership style depends on the situation in which the leader acts.

Even though IKSU has unclear goals, the organizational members are working towards visions and guidelines which seem to be comparable to long-term goals. The managers and employees informal relationships and the relaxed atmosphere at IKSU makes the employees willing to work and the managers could be seen as good role models since they show the employees that they trust them and give them freedom and responsibility in their working tasks. However, the employees have requested clear goals and it seem to be important for them in order to feel motivated in their work which in turn makes it more difficult for the managers to lead. In order to improve the leaders’ roles as role models which would efficient the work with the employees, clear goals is therefore something that IKSU has to work for and create.

The leaders have good relationships with their closest employees and they seem to be good leaders for their well functioning teams. Ekstam (2002) states that the leader is dependent on the employees since their performances run the organization. The leaders seem to be aware of that fact and let the employees be part of the decision making processes and take care of the employees skills and knowledge rather than doing everything themselves. Further, they seem to allow the employees, at least at the higher levels, to be creative and take own initiatives which enable each individual to contribute to the organizations’ development. The leaders know that the employees are skilled and that everyone contributes to the team. Morris et al. (2008) argue that the management in NPOs might not be as experienced and skilled as in organizations with a commercial purpose. However, our understanding is that the managers at the higher levels and their closest employees who have leading positions are well educated for the purpose. This might be the case because the organization has grown a lot during the years and because part of the organization has been commercialized. As mentioned earlier the leadership has changed through the years to become more strategic and visionary. Most of the managers that lead IKSU today have worked their way up in the organization and have taken courses to complement their education in order to become suitable managers for the organization. We conclude that the leaders at IKSU have the role as team-builders since they seem to trust their employees and seem to consider the employees to be skilled individuals who are educated and work for a common purpose. The employees are given space and freedom to take responsibility and make their own decisions and the leaders adjust their leadership to the given situation to be of most suitable support.

As mentioned earlier, IKSU has gone through a lot of changes during its existence. The leaders at IKSU seem to have a sound and understanding view of the changes and consider the developments as part of their nature. The reason for this is that the profit is reinvested in the organization and the facility continues to grow. Even though the clear goals are absent the

leaders seem to work for development and growth. Further, the leaders at IKSU have shown that the information flow, which is part of the developing process, could be more efficient and the leaders agree that it has to be improved. However, IKSU has gone through several changes during the years and our impression is that the leaders generally have positive opinions about development and they all seem to work towards growth, therefore they could be viewed as developers.

The previous discussions have provided an understanding for how the leadership in a successful non-profit organization looks like and an explanation to why this is as well as the implications on the organization as a whole.

## **6. Conclusion**

We have provided an understanding for how the leadership in a successful non-profit organization looks like, which was the purpose of this thesis. The research question that we wanted to answer was; how does the leadership in successful NPOs look like, and what different leadership styles can be found? The interviews we have made with the managers at IKSU in different managerial positions have helped us to understand the way the leaders are working towards their employees and that the managers work as leaders for the employees at IKSU. The conclusion has been divided into two main parts, the first concludes what we found and our understanding about the leadership at IKSU, and the other part discusses what implications our findings could have for NPOs in general. In the end of the chapter we will present our contribution as well as give a suggestion for further research.

### **6.1 Leadership at IKSU**

The leadership styles used at IKSU was determined by a test created by Hersey & Blanchard (1981). The results that we received were that all leaders in the organization had a high relationship behaviour and middle to low task behaviour. Their dominant leadership styles were Supporting and Coaching. This was also in line with the leaders own opinion and perspective of their own leadership, where the leaders thought that it was important to empower the employees as well as influence and motivate the subordinates to top performance. However, with a high commitment to achieve from the employees, the situational leadership model would suggest the use of Delegating as the dominant leadership style. We conclude that the use of high supportive behaviour might be due to both the fact that they have such close relationships between leaders and subordinates that the leaders feel uncomfortable adopting a low task/low relationship style, as that could instead damage the close relationship and lead to lower motivation and commitment from the employee. Another reason to use high relationship leadership style is due to that there exist no clear goals within the organization. We argue that the lack of clear goals leads to that the leader has no clear objectives to aim towards and therefore, it is difficult to know whether the completion of a specific task will contribute to the achievement of a particular goal. Therefore, we argue that adopting a low relationship/high task leadership style would not be appropriate.

From the themes analysed earlier in this chapter we have concluded that the roles that the leaders at IKSU could develop and the skills they could improve are generally the roles as role models and communicators. On one hand we have seen that they show the employees that they trust them and give them freedom in their working tasks and they could be seen as good role models due to that. However, no clear goals are set which is part of being a good role model and Ekstam (2002) argues in his framework that one of the leader's important tasks is to be a good role model for the employees; setting clear and challenging goals is part of that, therefore we conclude that their roles as role models could be improved. Further, the leaders at IKSU have to improve the communication between the different departments which would consequently improve the information flow in all levels in order to be considered to be good communicators. One reason for the problem with the communication

occur is because many of the employees at this level are part-time workers, while others are fulltime workers, and seem to be missing a lot of information about changes and further developments at IKSU.

The well developed leadership roles that we can find at IKSU are the roles of a team-builder and a developer. Ekstam (2002) states that the leader is dependent on the employees since their performances run the organization. The leaders work close together with their employees and the employees seem to work independently, thus with the support from the leaders. They let the employees be part of the decision making processes and they take care of the employees skills and knowledge rather than doing everything themselves. The leaders know that the employees are skilled people and important in order to develop the organization. Further, the leaders at IKSU seem to have the role as developers which are the fourth cornerstone which Ekstam (2002) discusses. They lead the employees through the constantly changing organization and understand that the organization has to develop since the profits have to be reinvested which will lead to further development of the organization.

## **6.2 Leadership in NPOs**

We conclude that the high relationship behaviour and middle to low task behaviour might be due to that the nature of many NPOs is that it attracts the same type of people, which will create close relationships with each other. This makes the leaders feel uneasy to use highly directive leadership styles where the leader “orders” the subordinate to do a specific task. This also shows itself in that leaders feel uncomfortable to have wage negotiations with employees which they also consider to be their friend. It increases the power distance between the two individuals as one is the leader and has to assess the work of the employee in monetary terms and thereby adopting a task based perspective where it is discussed “what” the employee actually has achieved. This issue could therefore be said to be more common in an NPO since it has a tendency to attract people with similar backgrounds and interests, which in turn could contribute to the creation of close relationships between the organizational members. Therefore, one could draw the conclusion that the close relationships that occur partly depends on the strong organizational culture that might be found within NPOs, meaning that the organizational members share the values and beliefs of the organization and are therefore unified by it. To maintain this feeling of “belongingness”, it is highly important for the leader in an NPO to constantly project these values in his or her behaviour and actions and thereby influencing their fellow workers to uphold a strong organizational culture.

Further, goals in NPOs are often less clear and distinctive than goals in for-profit organizations (Morris et al., 2008, p.108). Thus, if leaders in NPOs created clear goals, the employees would feel more encouraged to work and the organization would achieve better results. Even though the leaders have created organizational goals, each department needs to have their specific goals which they could strive for. We interpret the lack of clear goals to be a contributing factor for the use of supportive behaviour over directive behaviour. When there is uncertainty of what the goals really are, the employees lack incentives to be highly task

focused since the goals cannot be assessed and measured in a good way, this will make directive behaviour rather ineffective to use. Further, literature has stated that performances within NPOs are often harder to measure since it often deals with intangible issues which cannot be measured with financial tools. This leads to that the appropriate leadership style would instead be to focus on the relationship with the employees and use coaching and supporting to make them achieve at their top performance in their everyday work. Given these circumstances within an NPO, we could argue that highly supportive leadership styles are more effective and appropriate to use when it does not exist clear organizational goals and there is close relationships between members at different levels in the organization.

As mentioned before, Morris et al. (2008) argue that the management in NPOs might not be as experienced and skilled as in organizations with a commercial purpose. However, we have seen that the leaders at IKSU fulfil their purpose as good team-builders since they let their employees be part of the decision making processes and take care of the employees skills and knowledge rather than doing everything themselves. The managers in successful NPOs have to be good team-builders and give the employees the space and freedom to take responsibility and make their own decisions and the leaders should adjust their leadership to the given situation to be of most suitable support.

Further, all organizations have to develop in order to survive and this is also the case for NPOs. We have seen that it is an important factor in a successful leadership. The leaders in NPOs have to be positive towards change and they need to take care of the employees' creativity and ideas. The leaders also have to make sure that the information flow works and that the employees are involved in the changing processes in order to make them feel motivated by the change. This leads us to conclude that the ability for the leader to act as a developer would be highly important when operating within an NPO.

### **6.3 Contribution**

As mentioned earlier there is little literature that discusses the differences in leadership that occurs in non-profit organizations; most research and literature about leadership in organizations have taken place in for-profit organizations. It is argued in theory that leadership in NPOs differs from leadership in for-profit organizations since its specific organizational environment creates different preconditions for leadership. Given the circumstances that seems to be common in NPOs both in literature and our findings, the most effective and appropriate leadership style in an NPO that lacks clear goals, and where close relationships between employees in different levels of the organization exist, would be to focus more on the relationship with the employees and coach them, as well as support them in their everyday work.

### **6.4 Further research**

Since IKSU is an NPO and a mix of a mutual benefit organization and a social movement organization they seem to reach success because they have to reinvest their profits in the

organization. Other NPOs reach success by filling their purpose of donating large amount of money to support a certain cause and their view on organizational success is different from the view of NPOs such as IKSU. When IKSU is able to maintain a profit it is reinvested into the organization and is used to rebuild and develop the facility and attract new members. Hence, we have reasons to believe that the success which leads to development and change leads to further success. Thus, the aspect of change cannot be ignored when talking about organizational success in NPOs such as IKSU. Therefore, we suggest for further research in the area which would answer the question; is it possible to say whether an NPO, similar to IKSU, is successful because it changes or that it changes because it is successful?

## 7. References

### Books

- Belbin Meredith (1993), *“Management teams – så skapas framgångsrika team”*, Högsbo Grafiska AB, Göteborg.
- Bolman Lee G, Deal Terrence E (2003), *“Reframing organizations”*, Jossey-Bass, San Francisco.
- Bryman Alan, Bell Emma (2003), *“Business research methods”*, Oxford University Press inc, New York.
- Drucker Peter F (1990), *“Managing the nonprofit organization”*, HarperCollins Publishers, New York.
- Ejvegård Rolf (1996), *“Vetenskaplig metod”*, Studentlitteratur, Lund.
- Ekstam Kjell (2002), *“Ledarskapets hörnstenar – fyra framgångsfaktorer”*, Kristianstads Boktryckeri, Kristianstad.
- Hughes Richard L, Ginnet Robert C, Curphy Gordon J (2006), *“Leadership: enhancing the lessons of experience”*, McGraw-Hill, New York.
- Johansson Lindfors Maj-Britt (1993), *“Att utveckla kunskap”*, Studentlitteratur, Lund.
- Jonsson Christer (1995), *“Ledning i folkrörelseorganisationer – den interaktiva ledningslogiken”*, Lund University press, Lund.
- Lindberg Bertil (1999), *“Ledning av ideella föreningar och folkrörelseorganisationer”*, Sober Förlags AB, Team Offset & Media, Malmö.
- Merriam Sharan B (1994), *“Fallstudien som forskningsmetod”*, Studentlitteratur, Lund.
- Morris Michael H, Kuratko Donald F, Covin Jeffrey G (2008), *“Corporate Entrepreneurship & Innovation”*, 2nd edition, Thomson South-Western, Mason.
- Patel Runa, Davidson Bo (2003), *“Forskningsmetodikens grunder”*, Studentlitteratur, Lund.
- Yukl, Gary (2006), sixth edition, *“Leadership in organizations”*, Prentice Hall, New Jersey.

### Articles

- Butler John K, Reese Richard M (1991), *“Leadership style and sales performance: A test of the situational leadership model”*, Journal of Personal Selling & Sales Management, Vol. XI, No. 3.
- Clutterbuck David & Hirst Sheila (2002), *“Leadership communication- a status report”*, Journal of Communication Management Vol. 6, no. 4, p. 351–354.

Dulewicz Victor, Higgs Malcolm (2005), "Assessing leadership styles and organizational context", Journal of managerial psychology, Vol. 20, no 2.

Hersey Paul, Blanchard Kenneth H (1981), "So you want to know your leadership style?", Training and Development Journal, June, Vol. 35, Issue 6.

Hoffmann Elizabeth A (2006), "The ironic value of loyalty: Dispute resolution strategies in worker cooperatives and conventional organizations", Nonprofit management & Leadership, vol. 17, no. 2, Winter 2006.

Kaliprasad Minnesh (2006), "The Human Factor II: Creating a High Performance Culture in an Organization", Cost engineering, Vol. 48, no. 6, June.

Mindszenty Bart & Roberts Gail 2001, "Team leaders and the communication loop", Strategic Communication Management, December/January 2001.

Schmid Hillel, (2006), "Leadership styles and leadership change in human and community service organizations", Nonprofit management & Leadership, vol. 17, no. 2, winter 2006.

Taliento Lynn & Silverman Les (2004), "A corporate executive's short guide to leading nonprofits", Strategy & Leadership, vol. 33 nr 2 2005, p.5-10.

Thacker Rebecca A (1997), "Team leader style: enhancing the creativity of employees in teams", Training for quality, vol.5 nr 4, p.146-149.

## Webpages

Förening.se

<http://www.forening.se/bilda-och-verka-i-forening/definition-av-ideell-forening/> 2008-01-22

Idea

<http://www.ideella.org/> 2007-11-12

IKSU A, 2007, organization - stadgar

<http://www.iksu.se/sv/Om-IKSU/Organisation/Idrottsforening/Stadgar/> 2007-12-12

IKSU B, 2007, organization - historia

<http://www.iksu.se/sv/Om-IKSU/Organisation/Idrottsforening/Historia/> 2007-12-12

Skatteverket A: sök – "hur man beräknar arvsskatten"

<http://www.skatteverket.se/download/18.18e1b10334ebe8bc8000113781/kap13.pdf> 2008-01-22

Skatteverket B: ideella föreningar – skatterättsliga regler

<http://www.skatteverket.se/skatter/infotext/artiklar/2003/foreningscivil.4.18e1b10334ebe8bc80002091.html#31.18e1b10334ebe8bc800072919> 2007-11-28

## 8. Appendices

### 8.1 Interview guide

- 1. Vilken roll/titel har du i organisationen?**
  - Översiktlig presentation av arbetet
- 2. Vilka är dina huvudsakliga arbetsuppgifter?**
  - Hur ser en vanlig dag ut för dig?
- 3. Vilken bakgrund har du? (Studier, tidigare arbeten)**
  - Har du någon utbildning?
  - Vad har du jobbat med innan IKSU?
- 4. Hur skulle du beskriva dig själv? (Kortfattat)**
  - Vad har du för grundinställning?
  - Är du en stöttare?
  - Hur försöker du skapa en god stämning kring dig?
  - Talar du gärna om för andra hur du känner, eller håller du det för dig själv?
- 5. Hur ser du på ditt ledarskap? Vad är viktigt för dig i ditt ledarskap?**
  - Relationen med medarbetarna? Nå utsatta mål?
- 6. Har du några personliga mål med ditt ledarskap?**
  - Uppmuntrar du människor? Hur ser dina medarbetare dig tror du?
  - Uppmuntrar du dig själv? (Personliga mål, krav från högre instanser?)
  - Hur närmar du dig problem? (Anser du att det är ditt jobb att agera i konflikter mellan medarbetare?) (Domare eller medlare?)
- 7. Vad vill du förbättra med ditt ledarskap? Vad skulle du (vilja) kunna göra bättre, enligt dig själv?**
  - Kommunicera bättre med medarbetarna? Relationen med medarbetarna?
- 8. (Går du in i en "roll" när du kommer till jobbet, eller känns det som att du ÄR ditt arbete?)**
- 9. Hur långt sträcker sig din roll som ledare? Vad kan du inte göra med ditt ledarskap?**
  - Känner du att du skulle vilja kunna påverka medarbetarna eller arbetet på något sätt som du inte kan?

#### Arbetet med dina medarbetare

- 10. Beskriv hur du och dina medarbetare arbetar;**
  - *Vad för slags mål sätts upp?*
  - Sätter du upp mål för vad var och en ska åstadkomma? (eller låter du dem forma sitt arbete själva?)
  - *Hur fungerar samarbetet mellan medarbetarna, och mellan dem och dig?*
  - Följer du upp medarbetarnas arbete för att se om det görs på rätt sätt? (eller låter du dem själva kontrollera sitt arbete?)

- Hjälper/talar du om för medarbetarna hur de ska gå till väga för att nå bästa möjliga resultat? (eller litar du på att dem gör sitt bästa?)
- **Ger du dem det stöd och den hjälp de behöver?**
- Hur självständiga är dina medarbetare? Vad får dem bestämma/inte bestämma själva?
- **Vad har ni för möten, vad är syftet med mötena och hur ofta hålls dem?**

#### **11. Beskriv hur medarbetarna förbereds för en förändring?**

- Får medarbetarna information om vad som pågår i organisationen? (*medvetenhet*)
- Får medarbetarna veta varför förändringar sker? (*motivering*)
- Hur skapas *motivation* hos medarbetarna inför en förändring?
- Får medarbetarna vara med och diskutera under förändrings processen? (*Medverkan*)

#### **12. Hur skulle du beskriva din relation med dina medarbetare? Formell/informell/personlig kontakt, Vad betyder relationen med medarbetarna för dig?**

- Talar du om för din omgivning vad du tycker är bra och dåligt (berömmar, kritiserar)?
- Hur får du dina medarbetare att lyssna på dina idéer, budskap?
- Känner du att du når fram till dina medarbetare?
- Sporrar det dig att lyssna på andras argumentationer?
- Vad är viktigt för dig när du argumenterar och lägger fram åsikter? (Klar, tydlig?)
- Är du rädd för att säga ifrån?
- Etablerar ni meningsfulla och utmanade mål?

#### **13. Hur tror du att dina medarbetare uppfattar dig som ledare?**

- Brukar du fråga din personal om vad dem tycker om ditt ledarskap?

#### **14. Tror du att medarbetarna känner att de kan prata med/nå dig?**

- Har medarbetarna mycket frågor? Känner du att du kan besvara dem?

#### **15. Vad gör du/ni för att hålla samman medarbetarna och för att öka/förbättra samarbetet?**

- **Vad gör du/ni för att motivera medarbetarna?** (Belöningsystem?)

### **Verksamhetens utveckling**

#### **16. Har IKSU några långsiktiga utvecklingsmål och i så fall vad gör du för att uppfylla dem?**

- Vad som görs för att utveckla verksamheten?
- Låter du medarbetarna vara kreativa?
- Finns det en rädsla hos medarbetarna att uttrycka sig?
- Hur mottas idéer från medarbetare?

#### **17. Hur ser du på/behandlar du nya idéer från medarbetarna?**

- **Har de många idéer, hur ofta kommer dem med nya idéer?**
- **Vågar de framföra dem?**
- Till vilken utsträckning tillvaratar du allas idéer och erfarenheter?
- Stöttar du var och en av medarbetarnas utveckling?
- Uppmärksammar du vars och ens insatser och resultat?

#### **18. Vad motiverar dig?**

- **Har Iksu något slags belöningsystem för cheferna eller/och för medarbetarna?**

## 8.2 LASI - leader questionnaire

### Hur du uppfattar dig själv som chef

Tänk dig in i var och en av de 12 situationerna som beskrivs nedan. Varje situation har fyra olika handlingsätt. Inget alternativ är mer rätt än de andra.

Läs igenom varje uppgift noga!

Tänk igenom vad Du skulle vilja göra i situationen. Skriv bokstaven för det alternativ som Du tycker ligger närmast som beskrivning av hur Du skulle uppföra Dig i samma situation på svarslinjen under alternativen.

Du får bara välja ETT alternativ!

#### Situation 1

Dina underordnade har inte jobbat ordentligt på sistone, trots att Du är vänlig mot dem och pratar med dem om deras privata bekymmer och glädjeämnen. Prestationen blir bara sämre och sämre.

#### Alternativa handlingsätt

- A. Poängtera att alla måste ställa upp och att det är nödvändigt att utföra arbetet.
- B. Se till att finnas till hands för diskussioner, utan att trycka på om samtal med dem.
- C. Tala med de underordnade och sedan sätta prestationsmål för deras arbete.
- D. Avsiktligt undvika att blanda Dig i vad som händer i gruppen.

Ditt svar: \_\_\_\_\_

## Situation 2

Den observerbara prestationen hos Din grupp ökar. Du har sett till att alla medlemmarna i gruppen är klart medvetna om sina roller och prestationsnormer.

### Alternativa handlingsätt

- A. Ägna Dig åt vänliga samtal, men fortsätta att se till att alla medlemmarna i gruppen är medvetna om sina roller och prestationsnormer.
- B. Inte göra någonting alls.
- C. Göra vad Du kan för att gruppen ska känna sig betydelsefull och engagerad
- D. Betona betydelsen av att hålla deadlines och arbetsuppgifter.

Ditt svar: \_\_\_\_\_

## Situation 3

Några av gruppmedlemmarna i Din grupp klarar inte av att lösa ett problem på egen hand. Du har i normala fall låtit dem vara ifred. Grupprestationen och kamratskapen har varit bra.

### Alternativa handlingsätt

- A. Sätta Dig tillsammans med gruppen för att tillsammans försöka lösa problemet.
- B. Låta gruppen klara av det själva.
- C. Handla snabbt och bestämt för att korrigera och rikta in deras arbete åt det håll som Du tycker är riktigt.
- D. Uppmuntra gruppen att arbeta med problemet på egen hand, men se till att Du finns till hands för eventuella diskussioner.

Ditt svar: \_\_\_\_\_

## Situation 4

Du överväger en viktig förändring i arbetet. Dina underordnade brukar klara sådant bra. De respekterar och håller med om förändringsbehovet.

### Alternativa handlingsätt

- A. Låt gruppen vara med och utveckla det som ska förändras, utan att tvinga dem till det.
- B. Berätta om förändringen för dem och sedan implementera den under noggrann övervakning.
- C. Låta gruppen på egen hand bestämma hur de vill göra.
- D. Ta hänsyn till gruppens synpunkter, men själv leda och genomföra arbetet.

Ditt svar: \_\_\_\_\_

## Situation 5

Arbetsprestationen hos Din grupp har sjunkit under de senaste månaderna. Medlemmarna har inte brytt sig om att försöka nå målen. Förr har det hjälpt om Du har klargjort deras arbetsuppgifter för dem. De har ofta behövt påminnelser för att klara av sina arbetsuppgifter i tid.

### Alternativa handlingsätt

- A. Låta gruppen själv bestämma hur de skall göra.
- B. Lyssna på deras synpunkter, men se till att målen nås.
- C. Klargöra arbetsuppgifter och mål och sedan se till att Du leder dem ordentligt.
- D. Låta gruppen vara med i målsättningsarbetet, utan att pressa dem.

Ditt svar: \_\_\_\_\_

## Situation 6

Du kom in som en ny ledare på en effektivt skött arbetsplats. Din föregångare var fast i nyporna. Du vill själv upprätthålla en produktiv situation, men vill gärna börja arbeta på ett mänskligare sätt.

### Alternativa handlingsätt

- A. Göra vad du kan för att få gruppen att känna sig betydelsefull och engagerad
- B. Betona betydelsen av tidhållning och arbetsuppgifter.
- C. Avsiktligt undvika att lägga Dig i arbetet.
- D. Få gruppen med i beslutsfattandet, men se till att målen uppnås.

Ditt svar: \_\_\_\_\_

## Situation 7

Du övervägar stora förändringar på Din avdelning. Gruppmedlemmarna har förslag på vad som behöver göras. Gruppen har tidigare visat sig vara flexibel i sina dagliga arbetsuppgifter.

### Alternativa handlingsätt

- A. Förklara förändringen för dem och sedan övervaka genomförandet noga.
- B. Skaffa gruppens godkännande av förändringen och sedan låta dem själva sköta genomförandet.
- C. Vara villig att göra de förändringar som gruppen föreslår, men själv hålla i kontrollen av genomförandet.
- D. Undvika konfrontation och låta det vara som det är.

Ditt svar: \_\_\_\_\_

## Situation 8

Gruppens prestation och kamratskap är bra. Du känner Dig lite osäker kring Ditt inflytande över gruppen.

### Alternativa handlingsätt

- A. Lämna gruppen ifred.
- B. Diskutera situationen med gruppen och sedan initiera nödvändiga förändringar.
- C. Vidta åtgärder för att få de underordnade att arbeta på ett väldefinierat sätt
- D. Vara rädd för att skada chef/underordnad relationerna genom att vara alltför bestämmande själv.

Ditt svar: \_\_\_\_\_

## Situation 9

Din överordnade har utsett Dig till att leda en projektgrupp som är alldeles för sent ute för att kunna klara av de avsedda förändringarna. Gruppen är oklar beträffande sina mål. Närvaron vid sammanträdena har varit dålig. Mötena har mer blivit sociala träffar. Om gruppen verkligen vill så har de kompetens nog att klara jobbet.

### Alternativa handlingsätt

- A. Låt gruppen arbeta fram sin egen lösning.
- B. Lyssna på gruppens synpunkter och ta hänsyn till dem, men se till att målen nås.
- C. Omdefiniera målen och arbetsled noggrant.
- D. Låt gruppen vara med om att sätta upp målen, men utan att trycka på dem.

Ditt svar: \_\_\_\_\_

## Situation 10

Dina underordnade, som vanligen klarar av att ta ansvar, tycks inte ställa upp på de nya målsättningarna som Du ställt upp.

### Alternativa handlingsätt

- A. Låta gruppen vara med och sätta nya mål, utan att trycka på dem.
- B. Sätta upp de nya målen och övervaka dem noga.
- C. Undvika konfrontationer genom att inte utöva påtryckning.
- D. Lyssna på deras synpunkter, men se till att målen nås.

Ditt svar: \_\_\_\_\_

## Situation 11

Du har blivit befördrad till en ny ställning. Den förre arbetsledaren blandade sig inte i gruppens angelägenheter. Gruppen har tidigare skött sina arbetsuppgifter och sina anvisningar på ett tillfredsställande sätt. Gruppens relationer är goda.

### Alternativa handlingsätt

- A. Vidta åtgärder för att få gruppen att arbeta på ett mer väldefinierat sätt.
- B. Engagera de underordnade i beslutsfattandet och uppmuntra dem som gör en bra medverkan.
- C. Diskutera gruppens tidigare prestationer och sedan undersöka behov av nya arbetssätt.
- D. Fortsätta att lämna gruppen ifred.

Ditt svar: \_\_\_\_\_

## **Situation 12**

Du har fått reda på att några av Dina underordnade har svårt att hantera varandra. Gruppen har tidigare en anmärkningsvärt god historia vad gäller deras prestationer. Medlemmarna har effektivt hållit långsiktiga mål. De har också arbetat harmoniskt tillsammans under hela förra året. Alla kan sina jobb väl.

### **Alternativa handlingsätt**

- A.** Pröva din egen lösning med de underordnade och undersöka behovet av förändrade arbetssätt.
- B.** Tillåta gruppmedlemmarna att själva lösa sina problem.
- C.** Handla snabbt och fast för att korrigera och inrikta verksamheten på nytt.
- D.** Visa att Du är tillgänglig för samtal, men vara noga med att inte skada relationerna mellan chef/underställd.

Ditt svar: \_\_\_\_\_

## 8.3 LASI - subordinate questionnaire

### Hur jag uppfattar min chef

Tänk dig in i var och en av de 12 situationerna som beskrivs nedan. Varje situation har fyra olika handlingsätt för hur Du tror att Din chef skulle agera. Inget alternativ är mer rätt än de andra. Dina svar är helt anonyma och kan inte kopplas till ditt namn i vår uppsats.

Läs igenom varje uppgift noga!

Tänk igenom vad Din chef skulle vilja göra i situationen. Skriv bokstaven för det alternativ som Du tycker ligger närmast som beskrivning av hur Din chef skulle uppföra sig i samma situation på svarslinjen under alternativen.

Du får bara välja ETT alternativ!

#### Situation 1

Din chefs underordnade har inte jobbat ordentligt på sistone, trots att han/hon är vänlig mot dem och pratar med dem om deras privata bekymmer och glädjeämnen. Prestationen blir bara sämre och sämre.

#### Alternativa handlingsätt

- E. Chefen poängterar att alla måste ställa upp och att det är nödvändigt att utföra arbetet.
- F. Chefen ser till att finnas till hands för diskussioner, utan att trycka på om samtal med dem.
- G. Chefen talar med de underordnade och sedan sätta prestationsmål för deras arbete.
- H. Chefen undviker avsiktligt att blanda sig i vad som händer i gruppen.

Ditt svar: \_\_\_\_\_

## Situation 2

Den observerbara prestationen hos Din chefs grupp ökar. Chefen har sett till att alla medlemmarna i gruppen är klart medvetna om sina roller och prestationsnormer.

### Alternativa handlingsätt

- E. Chefen ägnar sig åt vänliga samtal, men fortsätta att se till att alla medlemmarna i gruppen är medvetna om sina roller och prestationsnormer.
- F. Chefen gör inte någonting alls.
- G. Chefen gör vad han/hon kan för att gruppen ska känna sig betydelsefull och engagerad.
- H. Chefen betonar betydelsen av att hålla deadlines och arbetsuppgifter.

Ditt svar: \_\_\_\_\_

## Situation 3

Några av gruppmedlemmarna i Din chefs grupp klarar inte av att lösa ett problem på egen hand. Din chef har i normala fall låtit dem vara ifred. Grupprestationen och kamratskapen har varit bra.

### Alternativa handlingsätt

- E. Chefen sätter sig tillsammans med gruppen för att tillsammans försöka lösa problemet.
- F. Chefen låter gruppen klara av det själva.
- G. Chefen handlar snabbt och bestämt för att korrigera och rikta in deras arbete åt det håll som han/hon tycker är riktigt.
- H. Chefen uppmuntrar gruppen att arbeta med problemet på egen hand, men ser till att han/hon finns till hands för eventuella diskussioner.

Ditt svar: \_\_\_\_\_

## Situation 4

Din chef överväger en viktig förändring i arbetet. Din chefs underordnade brukar klara sådant bra. De respekterar och håller med om förändringsbehovet.

### Alternativa handlingsätt

- E. Chefen låter gruppen vara med och utveckla det som ska förändras, utan att tvinga dem till det.
- F. Chefen berättar om förändringen för dem och sedan implementera den under noggrann övervakning.
- G. Chefen låter gruppen på egen hand bestämma hur de vill göra.
- H. Chefen tar hänsyn till gruppens synpunkter, men själv leder och genomför arbetet.

Ditt svar: \_\_\_\_\_

## Situation 5

Arbetsprestationen hos Din chefs grupp har sjunkit under de senaste månaderna. Medlemmarna har inte brytt sig om att försöka nå målen. Förr har det hjälpt om han/hon har klargjort deras arbetsuppgifter för dem. De har ofta behövt påminnelser för att klara av sina arbetsuppgifter i tid.

### Alternativa handlingsätt

- E. Chefen låter gruppen själv bestämma hur de skall göra.
- F. Chefen lyssnar på deras synpunkter, men ser till att målen nås.
- G. Chefen klargör arbetsuppgifter och mål och ser sedan till att han/hon leder dem ordentligt.
- H. Chefen låter gruppen vara med i målsättningsarbetet, utan att pressa dem.

Ditt svar: \_\_\_\_\_

## Situation 6

Din chef kom in som en ny ledare på en effektivt skött arbetsplats. Hans/hennes föregångare var fast i nyporna. Chefen vill själv upprätthålla en produktiv situation, men vill gärna börja arbeta på ett mänskligare sätt.

### Alternativa handlingsätt

- E. Chefen gör vad han/hon kan för att få gruppen att känna sig betydelsefull och engagerad.
- F. Chefen betonar betydelsen av tidhållning och arbetsuppgifter.
- G. Chefen undviker avsiktligt att lägga sig i arbetet.
- H. Chefen får med gruppen i beslutsfattandet, men se till att målen uppnås.

Ditt svar: \_\_\_\_\_

## Situation 7

Din chef övervägar stora förändringar på sin avdelning. Gruppmedlemmarna har förslag på vad som behöver göras. Gruppen har tidigare visat sig vara flexibel i sina dagliga arbetsuppgifter.

### Alternativa handlingsätt

- E. Chefen förklarar förändringen för dem och övervakar sedan genomförandet noga.
- F. Chefen skaffar gruppens godkännande av förändringen och låter dem sedan själva sköta genomförandet.
- G. Chefen är villig att göra de förändringar som gruppen föreslår, men själv hålla i kontrollen av genomförandet.
- H. Chefen undviker konfrontation och låter det vara som det är.

Ditt svar: \_\_\_\_\_

## Situation 8

Gruppens prestation och kamratskap är bra. Din chef känner sig lite osäker kring sitt inflytande över gruppen.

### Alternativa handlingsätt

- E. Chefen lämnar gruppen ifred.
- F. Chefen diskuterar situationen med gruppen och initierar sedan nödvändiga förändringar.
- G. Chefen vidtar åtgärder för att få de underordnade att arbeta på ett väldefinierat sätt.
- H. Chefen är rädd för att skada chef/underordnad relationerna genom att vara alltför bestämmande själv.

Ditt svar: \_\_\_\_\_

## Situation 9

Din chefs överordnade har utsett honom/henne till att leda en projektgrupp som är alldeles för sent ute för att kunna klara av de avsedda förändringarna. Gruppen är oklar beträffande sina mål. Närvaron vid sammanträdena har varit dålig. Mötena har mer blivit sociala träffar. Om gruppen verkligen vill så har de kompetens nog att klara jobbet.

### Alternativa handlingsätt

- E. Chefen låter gruppen arbeta fram sin egen lösning.
- F. Chefen lyssnar på gruppens synpunkter och tar hänsyn till dem, men ser till att målen nås.
- G. Chefen omdefinierar målen och leder arbetet noggrant.
- H. Chefen låter gruppen vara med att sätta upp målen, men utan att trycka på dem.

Ditt svar: \_\_\_\_\_

## Situation 10

Din chefs underordnade, som vanligen klarar av att ta ansvar, tycks inte ställa upp på de nya målsättningarna som han/hon ställt upp.

### Alternativa handlingsätt

- E. Chefen låter gruppen vara med och sätta nya mål, utan att trycka på dem.
- F. Chefen sätter upp de nya målen och övervakar dem noga.
- G. Chefen undviker konfrontationer genom att inte utöva påtryckningar.
- H. Chefen lyssnar på deras synpunkter, men ser till att målen nås.

Ditt svar: \_\_\_\_\_

## Situation 11

Din chef har blivit befordrad till en ny ställning. Den förra arbetsledaren blandade sig inte i gruppens angelägenheter. Gruppen har tidigare skött sina arbetsuppgifter och sina anvisningar på ett tillfredsställande sätt. Gruppens relationer är goda.

### Alternativa handlingsätt

- E. Chefen vidtar åtgärder för att få gruppen att arbeta på ett mer väldefinierat sätt.
- F. Chefen engagera de underordnade i beslutsfattandet och uppmuntrar dem som gör en bra medverkan.
- G. Chefen diskuterar gruppens tidigare prestationer och sedan undersöker behov av nya arbetssätt.
- H. Chefen fortsätter att lämna gruppen ifred.

Ditt svar: \_\_\_\_\_

## **Situation 12**

Din chef har fått reda på att några av hans/hennes underordnade har svårt att hantera varandra. Gruppen har tidigare en anmärkningsvärt god historia vad gäller deras prestationer. Medlemmarna har effektivt hållit långsiktiga mål. De har också arbetat harmoniskt tillsammans under hela förra året. Alla kan sina jobb väl.

### **Alternativa handlingsätt**

- E.** Chefen prövar sin egen lösning med de underordnade och undersöker behovet av förändrade arbetssätt.
- F.** Chefen tillåter gruppmedlemmarna att själva lösa sina problem.
- G.** Chefen handlar snabbt och fast för att korrigera och inrikta verksamheten på nytt.
- H.** Chefen visar att han/hon är tillgänglig för samtal, men är noga med att inte skada relationen mellan chef/underställd.

Ditt svar: \_\_\_\_\_

## 8.4 Original LASI questionnaire

### Lasi questionnaire

SITUATION	ALTERNATIVE ACTIONS
1 Your subordinates are not responding lately to your friendly conversation and obvious concern for their welfare. Their performance is in a tailspin.	<input type="checkbox"/> A. Emphasize the use of uniform procedures and the necessity for task accomplishment. <input type="checkbox"/> B. Make yourself available for discussion but don't push. <input type="checkbox"/> C. Talk with subordinates and then set goals. <input type="checkbox"/> D. Intentionally do not intervene.
2 The observable performance of your group is increasing. You have been making sure that all members were aware of their roles and standards.	<input type="checkbox"/> A. Engage in friendly interaction, but continue to make sure that all members are aware of their roles and standards. <input type="checkbox"/> B. Take no definite action. <input type="checkbox"/> C. Do what you can to make the group feel important and involved. <input type="checkbox"/> D. Emphasize the importance of deadlines and tasks.
3 Members of your group are unable to solve a problem themselves. You have normally left them alone. Group performance and interpersonal relations have been good.	<input type="checkbox"/> A. Involve the group and together engage in problem solving. <input type="checkbox"/> B. Let the group work it out. <input type="checkbox"/> C. Act quickly and firmly to correct and redirect. <input type="checkbox"/> D. Encourage group to work on problem and be available for discussion.
4 You are considering a major change. Your subordinates have a fine record of accomplishment. They respect the need for change.	<input type="checkbox"/> A. Allow group involvement in developing the change, but don't push. <input type="checkbox"/> B. Announce changes and then implement with close supervision. <input type="checkbox"/> C. Allow group to formulate its own direction. <input type="checkbox"/> D. Incorporate group recommendations, but you direct the change.
5 The performance of your group has been dropping during the last few months. Members have been unconcerned with meeting objectives. Redefining roles has helped in the past. They have continually needed reminding to have their tasks done on time.	<input type="checkbox"/> A. Allow group to formulate its own direction. <input type="checkbox"/> B. Incorporate group recommendations, but see that objectives are met. <input type="checkbox"/> C. Redefine goals and supervise carefully. <input type="checkbox"/> D. Allow group involvement in setting goals, but don't push.
6 You stepped into an efficiently run situation. The previous administrator ran a tight ship. You want to maintain a productive situation, but would like to begin humanizing the environment.	<input type="checkbox"/> A. Do what you can to make group feel important and involved. <input type="checkbox"/> B. Emphasize the importance of deadlines and tasks. <input type="checkbox"/> C. Intentionally do not intervene. <input type="checkbox"/> D. Get group involved in decision-making, but see that objectives are met.
7 You are considering major changes in your organizational structure. Members of the group have made suggestions about needed change. The group has demonstrated flexibility in its day-to-day operations.	<input type="checkbox"/> A. Define the change and supervise carefully. <input type="checkbox"/> B. Acquire group's approval on the change and allow members to organize the implementation. <input type="checkbox"/> C. Be willing to make changes as recommended, but maintain control of implementation. <input type="checkbox"/> D. Avoid confrontation; leave things alone.
8 Group performance and interpersonal relations are good. You feel somewhat unsure about your lack of direction of the group.	<input type="checkbox"/> A. Leave the group alone. <input type="checkbox"/> B. Discuss the situation with the group and then initiate necessary changes. <input type="checkbox"/> C. Take steps to direct subordinates toward working in a well-defined manner. <input type="checkbox"/> D. Be careful of hurting boss-subordinate relations by being too directive.
9 Your superior has appointed you to head a task force that is far overdue in making requested recommendations for change. The group is not clear on its goals. Attendance at sessions has been poor. Their meetings have turned into social gathering. Potentially they have the talent necessary to help.	<input type="checkbox"/> A. Let the group work it out. <input type="checkbox"/> B. Incorporate group recommendations, but see that objectives are met. <input type="checkbox"/> C. Redefine goals and supervise carefully. <input type="checkbox"/> D. Allow group involvement in setting goals, but don't push.
10 Your subordinates, usually able to take responsibility, are not responding to your recent redefining of standards.	<input type="checkbox"/> A. Allow group involvement in redefining standards, but don't push. <input type="checkbox"/> B. Redefine standards and supervise carefully. <input type="checkbox"/> C. Avoid confrontation by not applying pressure. <input type="checkbox"/> D. Incorporate group recommendations, but see that new standards are met.
11 You have been promoted to a new position. The previous supervisor was uninvolved in the affairs of the group. The group has adequately handled its tasks and direction. Group inter-relations are good.	<input type="checkbox"/> A. Take steps to direct subordinates toward working in a well-defined manner. <input type="checkbox"/> B. Involve subordinates in decision-making and reinforce good contributions. <input type="checkbox"/> C. Discuss past performance with group and then you examine the need for new practices. <input type="checkbox"/> D. Continue to leave group alone.
12 Recent information indicates some internal difficulties among subordinates. The group has a remarkable record of accomplishment. Members have effectively maintained long range goals. They have worked in harmony for the past year. All are well qualified for the task.	<input type="checkbox"/> A. Try out your solution with subordinates and examine the need for new practices. <input type="checkbox"/> B. Allow group members to work it out themselves. <input type="checkbox"/> C. Act quickly and firmly to correct and redirect. <input type="checkbox"/> D. Make yourself available for discussion, but be careful of hurting boss-subordinate relations.

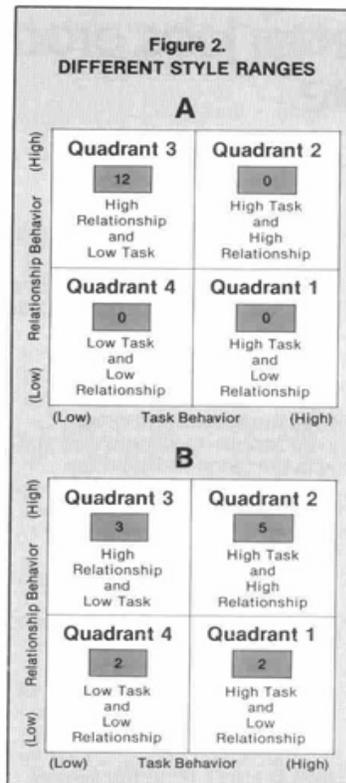
## 8.5 Determining leadership style and style adaptability/effectiveness

Here are the tables used to determine what leadership style and style adaptability/effectiveness the leaders had. As can be seen in table 1, each answer in the questionnaire corresponds to a specific leadership style. The quadrant where most answers fall will be the dominant leadership style for that person. The other quadrants will represent “supporting” styles depending on the frequency of responses in those quadrants. Dominant style plus supporting styles will be the style range. An example can be seen in figure 2A, where quadrant 3 is the dominant leadership style, meaning that the leader tend to use high relationship and low task behavior. Each situation also reveals something about the subordinate maturity, meaning their competence and commitment to achieve the task. Depending on their maturity, different leadership styles will have different probability of success in that particular situation. The leadership style with the highest probability of success will be scored with +2, whilst the style with the lowest probability will be scored -2. When the scores from the actions from each situation has been added, one will

get a number between +24 and -24, the number will be a measure of the leadership effectiveness.

**Table 1.**  
**DETERMINING LEADERSHIP STYLE AND STYLE RANGE**

		(Style Range) Alternative Actions			
		(1)	(2)	(3)	(4)
SITUATIONS	1	A	C	B	D
	2	D	A	C	B
	3	C	A	D	B
	4	B	D	A	C
	5	C	B	D	A
	6	B	D	A	C
	7	A	C	B	D
	8	C	B	D	A
	9	C	B	D	A
	10	B	D	A	C
	11	A	C	B	D
	12	C	A	D	B
Sub-Columns		(1)	(2)	(3)	(4)



**Table 2.**  
**DETERMINING STYLE ADAPTABILITY**

		ALTERNATIVE ACTIONS									
		A	B	C	D						
SITUATIONS	1	+2	-1	+1	-2						
	2	+2	-2	+1	-1						
	3	+1	-1	-2	+2						
	4	+1	-2	+2	-1						
	5	-2	+1	+2	-1						
	6	-1	+1	-2	+2						
	7	-2	+2	-1	+1						
	8	+2	-1	-2	+1						
	9	-2	+1	+2	-1						
	10	+1	-2	-1	+2						
	11	-2	+2	-1	+1						
	12	-1	+2	-2	+1						
SUBTOTAL			+		+		+		+		TOTAL
		=									

## 8.6 Mail to the managers at IKSU

Hej!

Vi heter Linnéa Larsson och Peter Storhannus och läser Internationella ekonom programmet med Management som inriktning på handelshögskolan vid Umeå universitet.

Vi har precis påbörjat vår C-uppsats som ska handla om ledarskapet på IKSU. Eftersom vi båda spenderar mycket tid på IKSU och eftersom det är en ideell organisation så tyckte vi att det var ett intressant ämne som vi skulle vilja undersöka. Vi tänkte identifiera ledarskapet på olika nivåer och jämföra det med teorier om ledarskap.

Eftersom du har en chefsposition så tänkte vi fråga dig om det finns en möjlighet att få komma och intervjua dig om IKSU och om ditt ledarskap och i så fall någon gång under november månad?

Tack på förhand!

Med vänliga hälsningar Linnéa Larsson och Peter Storhannus