National Culture and Influences on Leadership: 
A Case Study of CBRE in Sweden

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Abstract

Title: National Culture and Influences on Leadership: A Case Study of CBRE in Sweden

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Aim: The purpose of this study is to examine the influences of national culture on leadership based on Power Distance, Masculinity versus Femininity and Uncertainty Avoidance within CBRE in Sweden.

Method: Explorative interviews with five top managers from CBRE in Sweden was performed and a questionnaire was sent to the staff. To achieve an understanding of national culture and influences on leadership, we have based our study on the scientific philosophy of hermeneutics.

Findings and conclusions: Managers from CBRE in Sweden share many views on leadership that include the importance of teamwork, cooperation, open communication and negotiation. They motivate employees by making them feel important, integrating them into the group and give them responsibility to handle difficult situations in the way they feel is best. The level of stress at work varies between managers but they all tries to handle it by being creative and enhancing performance by prioritizing their workload. Family, friends and physical exercise are also important factors as to reduce stress.

Practical implications: This paper gives an insight of the national culture of Sweden and influences on leadership within the real estate service industry.

Originality/value: This paper does not give a complete picture of the situation in all industries in the whole country, since we have only focused on one company, CBRE, which operates within the real estate service industry. It can, however, contribute as a guide mostly for managers and employees from other countries who are interested in Sweden’s national culture and business environment. It may also be useful for companies that are planning to expand to Sweden so they can see how leadership looks like.
Suggestions for further study: National culture and influences on leadership within larger companies can be studied, as well as on mergers and acquisitions and implications of national culture on a foreign employee or manager.

Key words: Internationalization, National Culture, Leadership, Real Estate Service Industry, Sweden
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1. Introduction

The first part of this chapter describes the background of our study, which leads to a discussion around a central problem. We also present the aim, research question, our research object CBRE which is a company in the real estate service industry, limitations and disposition of our research here.

1.1. Background

Leadership is about setting people towards the same vision communication, motivation and inspiration (The Guardian, 2013) and plays an important role in the formation of a market-oriented workforce and the overall organizational culture (Chiou & Chang, 2009). In service management, one of the major challenges is to motivate service employees to deliver high-quality services during service encounters (Yee, Lee, Yeung & Cheng, 2011).

According to Javalgi & Martin (2007) market liberalization and globalization, along with other factors such as information and communication technologies, have provided service firms with the opportunity to gain a larger international presence. Service firms are internationalizing more and more quickly than ever before. Gotham (2006) shows that the last few decades have witnessed an increasing extension of real estate connections across national borders, a growing magnitude of real estate flows and levels of activity, and an increasing velocity of real estate interchanges. Global clients replace local clients and international players and investors have far greater influence on local markets (Liu, Wang, Tang & Wong, 2007). The globalization of real estate is now a “structural certainty” and multi-national corporations expect a professional service delivery platform to cover geographical markets and skillsets (Ehrenberg and Mallen, 2003; Liu et al. 2007). In other words, real estate service firms have to follow across borders and meet the expectations of their global clients.

This means that firms depend on flexibility and adaptability, requiring their managers to possess appropriate leadership style to cope effectively with different value systems and cultures, in international management (Coviello et al. 1988; Fahy, 2002; Byrne & Bradley, 2007). Nardon, Steers & Sanchez-Runde (2011) state that patterns of managerial thinking often differ systematically across borders and that cultural patterns and belief structures frequently influence what managers see, think and do. The culture of a nation significantly influences the perception of service delivery quality and also the behavior and interaction between the service provider and their customers (Winsted, 1997; Donthu and Yoo, 1998;
We chose to examine the influences of national culture on leadership in Sweden and to focus on real estate service company CBRE Sweden. This is because both of us are currently living and plan to continue living in Sweden and the geographical choice is in both our interest. One of us is pursuing a degree in real estate and one is aiming towards a degree in business administration, making CBRE, which is the global leader in real estate services, a relevant object to study (a presentation of CBRE follows on the next page). Furthermore, more research of the internationalization of service firms is needed (Rodríguez & Nieto, 2012).

1.2. CBRE

The company information below was sent to us from Pernilla Carlsson, MD and Finance Assistant at CBRE’s office in Stockholm.

Coldwell Banker Richard Ellis (CBRE) was founded 1773 and is one of the world’s largest real estate services company, employing about 44 000 people through more than 300 offices (excluding affiliates). It delivers services to property owners, investors and tenants all over the world and is headquartered in Los Angeles.

CBRE was established in Sweden 1999 and has offices in Göteborg and Stockholm with about 80 people. CBRE Sweden offers a wide range of real estate services, namely: property transactions, tenant representation, property management, letting, development, valuation and research. The departments are office leasing, capital markets, global corporate services, valuation advisory, logistics advisory, retail advisory, retail tenant and assets services. In 2013, CBRE Sweden made transaction counseling of 6,5 billion kronor, valued properties of approximately 200 billion kronor and mediated properties of about 70.000 square meters.

1.3. Problem

Customers expect increased communication and information delivery from service providers and frontline employees (Gnanlet & Yayla-Kullu, 2013) and employees’ commitment and attitudes are to a large extent backed up by leadership (Yee, Lee, Yeung & Cheng, 2011). Even if organizations located within different societies face similar contingencies and adopt similar models, deep-rooted cultural forces will still re-assert themselves in the way people
actually behave and relate to each other” (Child & Keiser, 1979; Gnanlet & Yayla-Kullu, 2013). The problem we see is the implications for foreigners to adapt into a new national culture and business environment. In our case we examine the Swedish one.

1.4. Aim and Limitations

The aim of our study is descriptive, which means conveying what is going on, what the setting looks like, what the people involved are doing etc. and description is the basis for more abstract interpretations of data and theory development. (Corbin & Strauss, 2008). This has been a relevant aim for us since we wanted to examine, interpret and describe influences of national culture on leadership. Furthermore, description is also the basis to conceptual ordering which means organizing the data into discrete categories according to their properties and dimensions (ibid). By categorizing our collected data in relevance to their properties and dimensions, we have been able to make sense of the influences of national culture on leadership.

The reason to why we have limited out research to study only one company, CBRE, within the real estate service industry is because we want to achieve an understanding of national culture and influences on leadership in this specific context. We have found no studies that examine this relationship within this context and the purpose of this study is to fill this gap. We have therefore conducted interviews with managers and a questionnaire for the staff. By doing so, we were able to get the perspective of both managers and staff.

We have further narrowed our aim to the dimensions of national culture developed by Hofstede et al. (2010), specifically Power Distance, Masculinity versus Femininity and Uncertainty Avoidance because Sweden are significantly low in these dimensions, which is of interest to examine closer. We discuss the various dimensions in detail in the literature review and further motivate our aim of these three dimensions.

The purpose of this study is to examine the influences of national culture on leadership based on Power Distance, Masculinity versus Femininity and Uncertainty Avoidance within CBRE in Sweden.
1.5. Research Questions

Our study examines the influences of culture on leadership based on three dimensions of national culture specified by Hofstede et al. (2010). The dimensions we selected as influences are Power Distance, Masculinity versus Femininity and Uncertainty Avoidance.

In the context of CBRE in Sweden, the research questions of the study are:

1. Which are the influences of Power Distance on leadership?
2. Which are the influences of Masculinity versus Femininity on leadership?
3. Which are the influences of Uncertainty Avoidance on leadership?

1.6. Disposition

This research paper is presented as follows:

Chapter 1: The introduction presents the background of our chosen research topic, followed by a discussion around a central problem. This leads to the aim of our study and the research question that is the red thread throughout this paper. Limitations and disposition is also presented in this chapter.

Chapter 2: Here we present our literature review which consists of previous studies, relevant to our research topic. This chapter gives an insight into national culture and leadership.

Chapter 3: This chapter is about the methodology and explains our research design, our approach to the interviews and questionnaire, the data collection process with an introduction to the interviewees and data validity and reliability. We also present our method of data analysis and how the empirical findings are presented.

Chapter 4: Empirical findings is displayed here. An introduction to our research object CBRE is given and the results of the interviews and questionnaire is presented.

Chapter 5: The analysis is presented in this chapter which compare the empirical findings to our literature review and research question.

Chapter 6: This chapter displays the conclusions where we explain and highlight the relationship between national culture and leadership. We also present the contribution of our study and suggestions for future research.
2. Literature Review

This chapter contains theories from previous studies that are of relevance to our research topic, including dimensions of national culture and leadership. We bring a discussion about Hofstede et al. (2010) and GLOBE’s (House et al. 2008) dimensions of national culture. We also discuss about situational and servant leadership as well as distinguishing the differences between management and leadership.

2.1. Culture

Hofstede mentions that culture is a concerted phenomenon, because it is an “experience” that people share at present or shared in past besides similar social environment where that is or was taught. (Hofstede et al. 2010). Javidan, House, Dorfman, Hanges and Sully de Luque also introduce the dimension of values in culture by saying that if someone analyzes culture in total, he will see that culture is something more than values, something that help people to approach common problems (Javidan et al. 2006). Except from the fact that culture affects the total we have to consider that has an impact on each person as an individual. As Parboteeah, Bronson and Cullen refer in their article national culture is being related also to ethics because it can be worn as a behavioral shield and in that way individuals must be influenced by culture and ethics (Parboteeah, Bronson & Cullen, 2005). Another perspective of culture by Hofstede is that “It is the collective programming of the mind that distinguishes the members of one group or category of people from others” (Hofstede et al. 2010).

2.2. National Culture

Hofstede et al. (2010) defines culture as the “software of the mind”, using the analogy of the way computers are programmed. He means that the sources of mental programming lie within the social environment where a person grew up and gained life experiences. The programming starts within the family, continues within the neighborhood, at school, in youth groups, at the workplace and in the living community.

What interests us in this study is the national culture’s influences on leadership. There has been created a variety of dimensions of national culture by different researchers. The most renowned and comprehensive studies has been conducted by Hofstede et al. (2010), GLOBE (House et al. 2008) and Trompenaars & Hampden-Turner (2012). These three studies have
examined thousands of managers and employees around the world to identify key values and to develop dimensions of national culture. The dimensions that emerged from the different studies are similar to one another and often overlap. However, Hofstede focused especially on employees while GLOBE and Trompenaars primarily looked at managers. Due to this fact and the use of different methods of measurement and differences in results, difficulties arise as to compare the different dimensions.

Even though other researchers have done similar studies, we base our work on Hofstede who pioneered in this subject and created the first empirical model of dimensions of national culture. We also integrate the GLOBE study by House et al. (2010) in our study. Venaik and Brewer (2010) recognized the GLOBE study as an extension of the work done by Hofstede (2010). In the GLOBE study, House et al. took findings from Hofstede’s study of national culture and expanded it to test various hypotheses that had been developed, especially on leadership topics (Venaik and Brewer, 2010). Unlike the GLOBE study, Trompenaars’ work is primarily based on sociologists and anthropologists of the 1950s and 1960s, which Hofstede (1996) points out in his article “Riding the Waves of Commerce: A Test of Trompenaar’s “Model” of National Culture Differences”. Similar to the GLOBE study, the work of Trompenaars has a modern approach, includes a larger sample population than Hofstede, and also involves organizational culture differences (Magnusson et al. 2008). However, Tung and Verbeke (2010) state that the models of national culture by Hofstede and GLOBE are more widely accepted and well-studied as compared to Trompenaars. Due to this fact and that Trompenaars uses conceptual categories belonging to sociologists and anthropologists from the 1950s and 1960s (Hofstede, 1996), we have chosen to primarily focus on the dimensions of national culture made by Hofstede and to integrate the dimensions used by GLOBE.

2.3. Dimensions of National Culture by Hofstede et al. (2010)

Hofstede et al. (2010) developed the first empirical model of dimensions of national culture, which is one of the most comprehensive studies of how values in the workplace are influenced by culture.

The base of Hofstede’s study is a large amount of survey data about the values of people in more than 70 countries around the world. The surveyed people worked in local subsidiaries of International Business Machines (IBM) and Hofstede studied the data between 1967 and
1973. The six dimensions that were found have been named power distance, individualism versus collectivism, feminism versus masculinity and uncertainty avoidance. Hofstede developed later, together with Michael Bond, a fifth dimension, long-term versus short term orientation which was added to Hofstede’s first edition of the book “Culture and Organizations: Software of the Mind” in 1991. In the third edition of the same book from 2010, he included a sixth dimension called indulgence versus restraint, which was developed by Michael Minkov who is the third coauthor of the book.

2.4. The GLOBE Study by House et al. (2008)

The Global Leadership and Organizational Behavior Effectiveness (GLOBE) (House et al. 2008) study is possibly the most large-scale international management research project that has been conducted. The size of this project can be compared to a multinational corporation, with the participation of approximately 17 300 middle managers from 950 organizations in 62 countries and the project is designed to explore how cultural values are linked to organizational practices, conceptions of leadership, the economic competitiveness of societies and the human condition of its members.

To investigate the link between culture and leadership, nine cultural dimensions was created on the basis of already existing literature on the subject. The work of Hofstede among others was used for this purpose, which makes it easier to examine the similarities between these two models of national culture dimensions. From the GLOBE study, we have chosen to focus on power distance, uncertainty avoidance and assertiveness. Assertiveness corresponds closely to Hofstede’s dimension of masculinity versus femininity (Hofstede et al. 2010). The dimension of assertiveness is described under the heading of masculinity versus femininity.

By examining the work done by Hofstede and GLOBE, we have found that there are differences in the variables used for the dimensions and how they are measured. Because of this, it is difficult to compare the results that emerged from the studies. For this reason, and because Hofstede originally constructed the dimensions used by himself and that also serve as the base of the work done by GLOBE, we explain how the dimensions was constructed by Hofstede, present his statistical results and only integrate the results of the GLOBE study as supporting or criticizing findings of Hofstede.

We have chosen, however, to focus closer on Hofstede’s dimensions of power distance, uncertainty avoidance and masculinity versus femininity because Sweden are very low in
these dimensions. As we have given an introduction about Hofstede’s and GLOBE’s study, we will now describe the three dimensions that we have chosen for our study.

2.5. Power Distance
Hofstede et al. (2010) defines power distance as “the extent to which the less powerful member of institutions and organizations within a country expects and accept that power is distributed unequally”. He means that power distance is about dependence relationships in a country. In small-power-distance countries, employees do not seem very afraid to contradict their bosses and bosses are not autocratic or paternalistic. In this scenario, employees show a preference for a consultative leadership style and prefer a boss who usually consults with subordinates before reaching a decision. This means that the emotional distance between employee and boss is relatively small and subordinates will rather easily approach and contradict their bosses.

The GLOBE study also uses the dimension of power distance, which have the same constructs as Hofstede’s dimension of power distance. House et al. (2008) give a good example of small-power-distance, describing that most business organizations in Sweden do not use any kind of dress codes based on employee status and titles are rarely listed on door signs. There is no use of titles when addressing people and eating places at work are not segregated, although senior management can benefit from certain privileges such as special parking places or bigger offices.

In large-power-distance countries, according to Hofstede et al. (2010), where employees are seen as regularly afraid of disagreeing with their bosses and where bosses are seen as autocratic or paternalistic, employees are less likely to prefer a consultative boss. Instead, they show a preference for a boss who decides autocratically or paternalistically. That means that subordinates depend on their bosses and respond by either preferring such dependence or rejecting it completely, that is dependence but with a negative sign. However, in both these cases the emotional distance between subordinates and bosses is large and subordinates are unlikely to approach and contradict their bosses directly.

To measure the degree of power distance, Hofstede et al. (2010) asked the non-managerial respondents three questions.
The first question was “how frequently, in your experience, does the following problem occur: employees being afraid to express disagreement with their managers?”. The respondents indicated their choice on a 1-5 Likert scale, from “very frequently” to “very seldom”.

The second question asked the respondents “the perception of the boss’s actual decision-making style” and allowed them to choose between four different styles and a “none of these” alternative.

The third question was about the respondents “preference for their boss’s decision-making style”. They could choose between an autocratic or a paternalistic style or, on the contrary, a style based on majority vote, but not a consultative style.

The first two questions indicate how the respondents perceive their daily work environment while the third question indicates the respondent’s preference of work environment. The calculations of these questions represent a relative position of a country, only measuring differences. Each country is characterized by a score on the power distance index, from 1 to 100, meaning low-power-distance to high-power-distance. Sweden is an example of a small-power-distance country, scoring 31.

2.6. Masculinity versus Femininity

This dimension of national culture is about the gender roles and how they differ between cultures. Hofstede et al. (2010) states that “society is called masculine when emotional gender roles are clearly distinct: men are supposed to be assertive, tough, and focused on material success, whereas women are supposed to be more modest, tender, and concerned with the quality of life. A society is called feminine when emotional gender roles overlap: both men and women are supposed to be modest, tender, and concerned with the quality of life”.

Hofstede et al. (2010) describes that the dimension of masculinity versus femininity emerged out of a set of 14 work goals in the IBM questionnaire. An example of a question is “try to think of those factors that would be important to you in an ideal job, disregard the extent to which they are contained in your present job”. The analysis of the answers created two dimensions: individualism versus collectivism and, because of the significant and constant differences in opinion between men and women, the dimension of masculinity versus
femininity was created. Hofstede found in his study that men put greater importance on having an opportunity for high earnings and advancement to higher-level jobs which corresponds to the masculine, assertive and competitive social role. Women, on the other hand, put greater importance on having a good working relationship with the direct manager and having a good cooperation with other people which relates to the caring and social-environment-oriented feminine role. Hofstede’s (2010) masculinity versus femininity index range from 0 (most feminine country) to about 100 (most masculine country) and on this index, Sweden scores 5, suggesting that Sweden is a feminine country.

House et al (2008) divided Hofstede’s dimension of masculinity versus femininity into four dimensions with potential conceptual links to masculinity versus femininity. These dimensions are assertiveness, gender egalitarianism, humane orientation, and performance orientation. According to Hofstede et al. (2010), however, the dimension of assertiveness was the only GLOBE-dimension that correlated considerably to Hofstede’s dimension of masculinity versus femininity and for this reason, we integrate assertiveness with masculinity versus femininity in this section.

House et al. (2008) describes assertiveness as the degree to which individuals in a society are assertive, confrontational and aggressive in their relationships with others. Of all the countries participating in the GLOBE study, Sweden has the lowest international ranking in this dimension, suggesting that people in Sweden are typically nonassertive, timid, nondominant and nonaggressive in their social relationships. The results confirm findings of previous studies that foreigners often perceive Swedish people as shy, reserved and “cold-hearted” but House et al. (2008) mean that that is the way feelings are often expressed in Sweden, making subtle signals difficult for foreigners to interpret.

In a feminine country, according to The Hofstede Centre (2012), an effective manager is supportive and often includes others in decision making. Conflicts are resolved through negotiation and compromise and Swedish people are known for their long discussions before reaching an agreement. Furthermore, the whole Swedish culture is based around the concept “lagom”, which basically means “not too much” nor “not too little”. “Lagom” induces people not to boast or try to lift themselves above others.
2.7. Uncertainty Avoidance

Uncertainty avoidance displays ways of handling uncertainty. Hofstede et al. (2010) defines it as “the extent to which the members of a culture feel threatened by ambiguous or unknown situations”. GLOBE defines uncertainty avoidance as “the extent to which a collective strives to avoid uncertainty by relying on social norms, structural arrangements, rituals and bureaucratic practices to alleviate the unpredictability of future events” (House et al. 2008).

Even though the labels are the same and the meanings are close to each other, the relationship between the dimension of uncertainty avoidance by Hofstede and GLOBE are not mutually supportive and present worrying differences (Venaik & Brewer, 2010). Venaik & Brewer (2010) state that the differences are significant enough as researchers have had the option of selecting the uncertainty avoidance dimension for their analysis from either the Hofstede or GLOBE model, since the publication of the GLOBE study. They further state that countries that have high uncertainty avoidance in Hofstede dimension become less so in GLOBE’s dimension and others that are low on uncertainty avoidance in Hofstede’s dimension become more uncertainty avoiding in GLOBE’s dimension.

Due to the fact that Hofstede and GLOBE are using different scales of measuring uncertainty avoidance and have asked different questions in their methodology which lead to different results, we have chosen to focus on Hofstede’s uncertainty avoidance index. Hofstede et al. (2010) uncertainty avoidance was originally discovered as a by-product of power distance and three questions were used to establish this dimension.

- The first question was “how often do you feel nervous or tense at work?”. The respondents had to indicate their answer on a 1-5 point scale, from “I always feel this way” to “I never feel this way”.
- The second survey item was the degree of agreement with the statement “company rules should not be broken—even when the employee thinks it is in the company’s best interest”. The respondents had to mark their answer on a 1-5 point scale.
- The third question was “how long do you think you will continue working for IBM?”. The answers ranged from 1) two years at the most, 2) from two to five years, 3) more than five years (but I probably will leave before I retire) and 4) Until I retire.
Hofstede et al. (2010) describes that the essence of uncertainty avoidance is a feeling, a subjective experience. This feeling is expressed through nervous stress and a need for written and unwritten rules, as a need for predictability. His uncertainty avoidance index range from 0 (weak uncertainty avoidance) to around 100 (strong uncertainty avoidance) and Sweden scores 29, suggesting that Sweden is a country with low uncertainty avoidance. In countries with low uncertainty avoidance, like Sweden, anxiety levels are relatively low and aggressions and emotions are not meant to be shown. People behaving emotionally or noisy will likely be met with social disapproval.

2.8. Leadership

From a historical point of view, Pockell & Avila (2007) refer to what Sun-Tzu says about leadership. He states “that leadership is more of an issue of intelligence and reliability, also to be human, to be brave and disciplined. If a leader depends only on intelligence alone the result is rebellion. If he is focusing only in humaneness alone, the result is weakness. Focusing only on trust can lead into craziness. If a leader is counting only on the strength the result is only violence. Extremely strict discipline and sternness in command leading into cruelty only. Only “When one has all five virtues together, each appropriate to its function, then one can be a leader” (Sun-Tzu, 400-320 B.C).

According to Oxford Dictionary leadership is “The action of leading a group of people or an organization”. Michael Porter (1998) states that being a good leader you need a positive agenda, not just an agenda of confronting only with crisis. Martin Chemers (1997) says that leadership is a procedure of social sway in which one person is able to classify the aid and countenance of others in the fulfillment of a common task. Vroom & Jago (1988) mention that different deeds and conditions require leaders being able to take different types of decisions. Yukl & VanFleet (1992) support that leadership is the process in which one person influences others to work towards a goal.

Hofstede et al. (2010) in his approach about leadership mentions that leadership and subordinateship in a country cannot be separated. Sheer relations in business are based on the mutual values of superiors and subordinates. The leadership dogma reflects how prevalent a culture of a country is. He also says that if we ask people to give us a description of the qualities of what they think a good leader is, is also a way of to ask them how to characterize their national culture. Finally he points out that “The leader is a culture hero, in the sense of
being a model for behavior”. The GLOBE’s (2008) aspect of leadership in Sweden, support that according to middle managers by being an impressive leader, the members of an organization get inspired and put all of their efforts to achieve this vision that their leader set up. It also mentions that a leader should work for the greater good of the company and be exceptionally capable of creating a strong team spirit beside the staff of the company.

2.8.1. Differences between Leadership and Management

According to The guardian (2013) management is a set of procedures that helps a business running properly. Those procedures is more short-term oriented, they are focusing mostly on todays or near future’s decisions and numbers. Management has to do with the plan process, the budget, everything that has to do with the staff, clarifying jobs, measuring performance, and dealing with problems when results are different than those they were expected.

Smircich L. & Morgan G. (1982) state that leadership is a notion of structures and theory that help us understand the nature of organizations and what their possibilities are. The guardian (2013) mentions that leadership is about setting people towards the same vision communication, motivation and inspiration.

Warren Bennis (1989) has mentioned many differences between management and leadership in his book “On Becoming a Leader which are shown in figure 1:

*Figure 1. Differences between Management and Leadership*

<table>
<thead>
<tr>
<th>The manager administers</th>
<th>The leader innovates</th>
</tr>
</thead>
<tbody>
<tr>
<td>The manager is a copy</td>
<td>The leader is an original</td>
</tr>
<tr>
<td>The manager maintains</td>
<td>The leader develops</td>
</tr>
<tr>
<td>The manager focuses on systems and structure</td>
<td>The leader focuses on people</td>
</tr>
<tr>
<td>The manager relies on control</td>
<td>The leader inspires trust</td>
</tr>
<tr>
<td>The manager has a short-range view</td>
<td>The leader has a long-range perspective</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>--------------------------------------</td>
</tr>
<tr>
<td>The manager asks how and when</td>
<td>The leader asks what and why</td>
</tr>
<tr>
<td>The manager has his or her eye always on the bottom line</td>
<td>The leader’s eye is on the horizon</td>
</tr>
<tr>
<td>The manager imitates</td>
<td>The leader originates</td>
</tr>
<tr>
<td>The manager accepts the status quo</td>
<td>The leader challenges it</td>
</tr>
<tr>
<td>The manager is the classic good soldier</td>
<td>The leader is his or her own person</td>
</tr>
<tr>
<td>The manager does things right</td>
<td>The leader does the right thing</td>
</tr>
</tbody>
</table>


### 2.8.2. Servant Leadership

According to Greenleaf (1977), the servant leader is a leader that primarily serves and secondarily decides to lead. This person is sharply different from the one who decides to lead first, possibly because of the need to assuage an unusual power drive or to acquire material possessions. This person decides to serve after leadership has been established. These are two extreme types and in between them are shadings and blends that are a part of the infinite variety of human nature.

Waterman (2011) bases his article of “Servant Leadership and How They Can Enhance Practice” on Greenleaf’s writings and states that every leader should have a servant’s heart. He believes that having a servant’s heart does not mean being supportive in every situation all the time, but that the idea of being servant should bear in mind when decisions are made and action is taken.
According to Northouse (2013), servant leadership emphasizes that the leader should be attentive to the concerns of his or her followers, empathize with them and nurture them. The servant leader put followers first, empower them, help them develop their full capacities and ethically lead in ways that serve the greater good of the organization, community and society at large. Furthermore, Northouse describes ten characteristics that Spears (2002) identified in Greenleaf’s writings that are central to the development of servant leadership. They are listening, empathy, healing, awareness, persuasion, conceptualization, foresight, stewardship, commitment to the growth of the people and building community.

2.8.3. Situational Leadership

According to Hersey & Blanchard (1972), Situational Leadership Theory focuses on a leader’s personal skills and natural ability to lead in a current situation. This relationship is shared between the leader and the follower where it is based on four different styles. Those styles for a leader are: a) telling, b) selling, c) participating and d) delegating. As for the followers, its four basic styles consist of being an enthusiastic beginner, disillusioned learner, reluctant contributor or a peak performer. The outcome of any situation depends on a person’s willingness, confidence, and ability to perform any tasks they are presented with. Furthermore Hersey & Blanchard (1972) mention that someone discovers that the most effective style depends on the maturity level of the employees who follow behind a style of leadership based on their individual needs.

According to Goleman’s leadership approach which is called “Emotional Intelligence Theory”, a leader with official authority has the ability to influence his followers’ emotional state to a great extent. The leader sets the emotional tone most of the time. Goleman identifies two leaders: Resonant and dissonant leaders and from these leaders he identifies six leadership styles: visionary, coaching, affiliative, democratic, pacesetting and coercive. He mentions that these styles are matched according to the situation arising in an organization. They have been practiced and are still being used today. The difference in Goleman’s model of leadership is the understanding of an underlying emotional intelligence capability that each approach requires” (Goleman 2002).

Goffee and Jones (1998) mention that cooperation of the manager and employees is crucial in achieving excellent business performance. In companies in which good management has been established, top managers efficiently communicate with their staff and create cohesion
regarding to how the managers and employees set their goals. As goals are achieved, it is mandatory to both managers and employees to share the same vision.

2.9. Conceptual Framework

The purpose of this study is to examine influences of national culture on leadership within CBRE in Sweden. In the introduction and literature review, we have presented and discussed three dimensions of national culture which are the focus of the study. These are Power Distance, Masculinity versus Femininity and Uncertainty Avoidance. We have also discussed various leadership theories that are related to the Swedish culture and the service industry. Furthermore, the research object is real estate service company CBRE.

The conceptual framework presented in figure 2 describes the three dimensions of national culture, Power Distance, Masculinity versus Femininity and Uncertainty Avoidance, which influences leadership within CBRE in Sweden. We have used this framework as a guide in executing our study and to examine which these influences are.

*Figure 2. Conceptual Framework*

(Source: Own construction)
3. Methodology

In this chapter we explain the method approach we have conducted in our study. We also show how the empirical data was collected, discuss about validity and reliability, the approach we used for the data analysis and in which way the empirical findings are presented.

3.1. Research Design

To understand national culture and influences on leadership, we have chosen a case study, which Bryman & Bell (2013) describe as a useful research design when the aim is to illustrate unique characteristics in a specific case. In this study we have chosen a qualitative approach which is characterized by a proximity to and an understanding of the research object (Holme & Solvang, 1997) and is of specific relevance to the study of social relations, due to the fact of the new obscurity of life worlds (Flick, 2006). We think this approach is highly relevant to our study about national culture and influences on leadership.

To examine national culture and influences on leadership, we have used both qualitative and quantitative methods, although focus lie on the qualitative, which is our primary goal. The qualitative method we have used comprise of semi-structured interviews. The quantitative method is a questionnaire, with the single purpose to support the interviews. By gathering supportive data we were able to back up the interviews, increase the credibility and create a fuller picture of the situation. To achieve a proper understanding of the subject and its complexity, we focused on one company, CBRE in Sweden. The reason we chose real estate service company CBRE is because one of us is pursuing a degree in real estate and one is aiming towards a degree in business administration. Since CBRE is a multinational company with offices all over the world, we thought it would be in both our interest to study it. The motive behind the choice of Sweden is that both of us live and plan to continue living in Sweden. Furthermore Sweden scores significantly low on the dimensions of power distance, masculinity versus femininity and uncertainty avoidance, which is interesting to examine further.

In this study, our starting point has been previous research and studies on the subject. This, we have used a deductive approach, which means that the theories precedes the research and the goal is to produce empirical evidence with the purpose to test or confirm those theories (May, 1997). May furthers explains the inductive approach where the research precedes the
theory and where one tries to generate theoretical claims from the collected data. Since there is extensive research already done on national culture and leadership, we chose the deductive approach and studied it first to gain knowledge and to form a hypothesis-driven guide for our own research.

To understand the influences of national culture on leadership, we have chosen to base our study on the scientific philosophy of hermeneutics, which gives meaning to concepts such as relations, interpretation and understanding (Andersson, 2004). Within the hermeneutic tradition, the interpretation of texts are studied. The interpretation of the meaning is central and the purpose is to obtain a valid and common understanding of it (Kvale & Brinkmann, 2009). However, this approach rejects the enlightenment to find one single transcendental version of the truth (Ezzy, 2002). Therefore we want to make readers of this study aware that we have not attempted to find one single truth about national culture and influences on leadership. We believe it is a complex issue that requires a great deal of interpretation and discussion. Using this philosophy have helped us and can help readers to achieve an understanding of the specific case we have examined and not a statistical truth that can be applied in every situation.

3.2. The Qualitative Interview

One of the methods we have used is qualitative interviews. Kvale (2007) describes that the qualitative interview seeks qualitative knowledge as expressed in normal language and that it does not aim at quantification. He means that this type of interview seeks nuanced descriptions of various aspects of the interviewee’s world and that it works with words instead of numbers. This corresponds to the purpose of our study since we aim to understand national culture and how it influences leadership in an organization.

The interviews we have performed are semi-structured, consisting of both general and specific questions. The semi-structured interview is similar to an everyday conversation but because it is a professional interview with a purpose, it involves a specific approach and technique (Kvale, 1997). They are designed to have a number of questions prepared in advance but they need to be sufficiently open that subsequent questions cannot be planned in advance but has to be improvised in a careful and theorized way (Wengraf, 2001). In semi-structured interviews, theory-driven, hypotheses-directed questions are asked (Flick, 2006) which we constructed on the basis of our literature review.
We designed our questions based on our research questions and from the theory categorized them. The keywords in this study are national culture and leadership. We therefore divided our questions into three parts, consisting of the national culture dimensions power distance, masculinity versus femininity and uncertainty avoidance. The questions under these headings were directly linked to the leadership theory we have assimilated. The link between these keywords is how national culture influences leadership and this link is considered throughout the interviews.

3.3. The Questionnaire

To support the interviews, we conducted a questionnaire that was sent to the non-managerial staff of CBRE Sweden. We wanted to see, from the staff’s perspective, how power distance, masculinity versus femininity and uncertainty avoidance actually is in the company and how well it corresponds to the findings from the interviews. For this purpose, we only used closed statements which provided the respondents with preselected answers from which to choose. Fink (2003) describes that closed statements are generally considered more efficient and reliable than open statements. Furthermore, they produce standardized data that can be analyzed statistically. The aim with the questionnaire is to get a picture of how national culture is being displayed within CBRE Sweden and by collecting standardized data and analyzing it statistically, we can make sense of it. Again, presenting statistical data is not the main purpose of this study. It is only meant to serve as supporting data in relation to the interviews and paint a fuller picture of the situation.

3.4. Data Collection Process

3.4.1. The Interviews

We have interviewed five top managers from CBRE Sweden, both from the office in Stockholm and Göteborg. One of the managers we interviewed was Mikael Wallgren, Deputy Manager of CBRE Sweden and Head of Office Leasing in Stockholm. His job entails, besides of management, a lot of pitching, having meetings with clients, viewings and direct work in some of the agreements and mandates CBRE has on the market. For this interview, we went to CBRE’s office in Stockholm on April 25. The interview took about 40 minutes and was held in a friendly manner. We had our semi-structured interview guide to put direction to the conversation, but could talk freely and cover the topics we had decided upon in advance. With
permission, we used our mobile phones to record the interview, which made it possible to retain all the information.

The second interview was with Daniel Andersson, Head of Capital Markets in Stockholm. Mr. Andersson has 17 members in his team, five in Göteborg and the rest in Stockholm which means that a lot of his time goes to managing the team, although he tries to spend as much time as possible out with clients, both buying and selling. The interview was performed by telephone on May 6 and also took approximately 40 minutes. We used the same interview guide to direct the conversation. The interview with Mr. Andersson was more straightforward in the way that we asked a question and he replied. We believe that it was a consequence of performing the interview by telephone which is less personal than meeting face to face. However, there was good quality of the interview and we covered all relevant themes. The interview was recorded with a mobile phone.

The third interview was with Tomas Pendén, Associate Director of Retail Tenant Representation in Göteborg. This is a new position for Mr. Pendén. His work focus is retail from the beginning and now he is responsible and report for office leasing, logistics and retail which means that all leasing in Göteborg is his new deployment. We performed this interview by telephone on May 21 and with the guidance of the interview guide, which took about 30 minutes. The conversation was fluent and straightforward. Mr. Pendén was helpful to answer our questions and gave us good information about the topics we wanted to cover. We recorded the interview with a mobile phone.

The fourth interview was with Joachim Wallmark, Director of Valuation and Advisory, MRICS, Samhällsbyggarna. He works in the office in Göteborg and 95% of his time entails valuation of commercial and larger properties, having both local, national and international clients. This interview was done on May 23 by telephone with our interview guide and took approximately 30 minutes. Mr. Wallmark helped us cover the parts we needed and we recorded the interview with a mobile phone.

The fifth and last interview was on May 25 with Karl Persson, Senior Director and Deputy Manager, Capital Markets. He works in Göteborg where his main focus is capital markets, to find and make deals. He also manages clients and people in different projects and also in marketing. We performed the interview by telephone which also took about 30 minutes. We covered the most important themes and recorded the interview with a mobile phone.
We commenced all interviews by presenting ourselves and gave a brief introduction of our study. We continued by asking each interviewee about his personal and professional background to get an idea where he comes from and how this can influence his leadership (i.e. How did you grow up? Where did you study? Where have you worked? What is your current job description?). We believe that asking these kind of questions will get the interview started and allow us to form a picture of the interviewee.

Next, we asked a general question about leadership (what is your view on leadership, according to your own experiences?). We chose this open and general question to allow the interviewee to take the first direction in the leadership theme, without us affecting the answer.

Then we moved on to cover the dimension of power distance for which we had prepared three questions (How close are you to your subordinates? Is it common that subordinates express disagreement towards you when they don’t agree? How would you handle the situation is you met resistance when introducing a new idea or policy to the staff?). These questions cover power distance but are also directly associated to leadership.

Next, we went to the dimension of uncertainty avoidance and had four questions prepared (Do you often feel nervous or stressed at work? How do you handle that? In today’s economic climate, things can change fast and uncertainty can be a big part of work. How do you cope with uncertainty? How do you plan for the future? Do you have a lot of rules and guidelines that needs to be followed?). These questions are linked to uncertainty avoidance and also involves leadership.

Finally, the last dimension to cover was masculinity versus femininity for which we also had four questions (How would you handle it if you believed strongly in a recommendation you made in a meeting, but most of your co-workers shot it down? How do you think a good leader should negotiate? How do you motivate the staff? How do you give the staff recognition for their performance?). Masculinity versus femininity are covered by these questions, also with links to leadership.

3.4.2. The Questionnaire
We sent an online questionnaire to 76 of the non-managerial staff and received 14 replies. The questionnaire contained one question and 20 statements that the respondents had to take stand to and indicate their response on a scale from 1 (strongly disagree) to 5 (strongly agree). It took approximately four minutes to complete, according to the tests we made in advance. We
tested the questionnaire by sending it to a few of our friends, who, by filling it out, could estimate the required time to complete it. At the top of the questionnaire we explained what our study was about, how to fill out the questionnaire and we expressed our gratitude for the respondents help.

The first item was a question was about the respondent’s gender so we could analyze the possible differences in responses between men and women. Apart from this question, we divided the questionnaire into three parts. The first part was about power distance (six questions), the second part about uncertainty avoidance (seven questions) and the last part about masculinity versus femininity (seven questions). We used the same structure as the interviews but with a few more and specific statements. For a complete view of the questionnaire, see appendix 3.

3.5. Data Validity

According to Brians, Willnat et al. (2011) validity in a scientific research or statistical study is the magnitude in which an idea, summary or standard is strongly established and reciprocate with a high accuracy level in reality. The word "valid" has its origins from the Latin word “validus” which means strong. Kramer et al. (2009) mention that validity differs from reliability. Validity is the range in which a measurement gives fixed results. He also points out that in validity, it is not necessary that each measurement has to be similar all the time, as it should be in reliability.

Bryman & Bell, (2013) describe four types of validity: construct validity, internal validity, external validity and ecological validity. We have organized these types in a diagram that is presented below in figure 3.
**Figure 3. Four Types of Validity**

<table>
<thead>
<tr>
<th>Construct Validity</th>
<th>Internal Validity</th>
</tr>
</thead>
</table>
| - Is about to which extent a test measures what it claims.  
  - Relevant in quantitative research.  
  - Hard to test when it comes to case studies. | - Is about to which extent a conclusion that involves a causal relationship between two or more variables is warranted.  
  - Relevant in quantitative research. |

<table>
<thead>
<tr>
<th>External Validity</th>
<th>Ecological Validity</th>
</tr>
</thead>
</table>
| - Is about to which extent the results of a study can be generalized.  
  - Can be a problem in qualitative research because use of case studies and limited samples. | - Is about to which extent scientific results are applicable to the real world that is examined.  
  - Studies of a natural environment generates higher ecological validity  
  - Studies of unnatural environment generates lower ecological validity. |

*Source: Adapted from Bryman & Bell, 2010. Own construction.*

Given the information about the quality criteria’s above, we cannot meet the criteria’s of construct validity, internal and external validity. Because we have done a qualitative case study with a limited sample, it is however not the purpose to meet these criteria’s. Instead, our aim has been to in depth examine the natural environment of one company to get an understanding of the research area and its complexity. Therefore, we can only generate a high level of ecological validity because the results of our study can to a great extent be applied to the real world.

Furthermore, there are researchers who suggests alternative terms and criteria’s when it comes to qualitative research. Bryman & Bell (2010) describes Lincoln & Guba (1985) and Guba & Lincoln (1994) who suggest four types of criteria’s for *trustworthiness* which are presented in figure 4 below.
To ensure credibility of our description of the social reality, we recorded all five interviews with the managers of CBRE in Sweden. Then we transcribed them with transcription programs and sent it back to the managers for closer scrutiny. By doing this, we eliminated the chance of misunderstandings. We have met the criteria of transferability by describing the details of the contextually unique and the meaning of the aspects we have studied. To ensure dependability, we have thoroughly and transparently described all the phases of the research process. We have openly discussed around all aspect of this study, from descriptions of how the interviews were conducted to important limitations. Confirmability was met by conducting this study in the most objective way possible. We have tried to put our own personal knowledge about Swedish culture and leadership to the side and to formulate methods and questions in the right way. For instance, we did not ask leading questions in the interviews and the analysis was shaped by the interviewees and the respondents of the questionnaires instead of our own subjective beliefs.
3.6. Data Reliability

Bell (2010) mentions that data reliability is the magnitude in which a study or a texture have similar results in fixed cases in all circumstances. That means that the results of a study are credible and trustworthy avoiding the same time all possible problems that can be occurred. This can be validated by measuring the research for a second time and compare to our first result from the first round. But due to lack of time we sent our thesis to our supervisor and we received feedback and suggestion that it would be good to be considered. Also, the interviewees were top managers of the company which hold key positions in the whole business running process. We recorded our interviews with recording software and then transcribed the recordings which according to Silverman (1997) has important implications for the reliability. However, Bryman & Bell (2010) argue that reliability often becomes relevant in quantitative research because it is especially the quantitative researcher who is interested whether or not a measure is stable or nor. Therefore, reliability is not the most important criteria to fulfill in our study since the aim is to examine influences of national culture on leadership. As we describe and discuss, we want to create an understanding of the research area and its complexity. Thus, the criteria of dependability that we discussed above serves as a better equivalent to reliability.

3.7. Method of Data Analysis

As we went through the data collection from our interviewees in CBRE in Stockholm, Sweden, we came to the result that the cognitive procedure in qualitative analysis is the most suitable approach for us. Cognitive data analysis was developed and became known in the wide public by Janice Morse. Morse (1994) mentions in her study that the cognitive procedure in a qualitative analysis is the ability to describe and combine pure data from respondents to explain the way and reasons of giving those responses. Moreover Morse (1994) states that this specific method will help us synthesize and combine views and perspectives and form properly the main subject of our study. Also she mentions that an appropriate way of using this method of data analysis can make possible to pick and analyze data that are relevant most suited for the research questions we have set. We think that Morse’s approach of data analysis is most suitable for us, among other methods we looked into, so that’s the main reason we are using this model of analysis. With this model we critically defined and analyzed our empirical findings from two interviewees and fourteen questionnaires that we gathered through our research. Finally we were able to fulfill this task.
by combining similar cultural dimensions and leadership styles from CBRE in Stockholm, Sweden, interviewees were they validated our theory we used to develop this study and also analyzed those findings that we collected for this case study.

### 3.8. Presentation of Empirical Findings

In the next chapter we present the empirical findings that we gathered from the interviews with the five top managers from CBRE in Sweden as well as the questionnaire that was filled out by the staff. In the first part of the chapter we present the interviews. We have structured this part by dividing it into three headlines that concern our chosen dimensions of national culture (Power Distance, Masculinity versus Femininity and Uncertainty Avoidance). These headlines are divided by sub-headlines, or sub-topics, containing relevant and important data that emerged from the interviews. In relevance with each sub-topic, we also present a table where the data is summarized. More complete and comprehensive findings from the interviews are presented in Appendix 3.

The second part of the chapter contains the results of the questionnaire. We present the questionnaire statement by statement with the various responses and have to certain statements added a chart which highlights central aspects and serves as important contribution to the analysis. All the statements with belonging charts are presented in Appendix 3.
4. Empirical Findings

In this chapter, we present the collected data from the interviews with two managers and the questionnaire filled out by the staff of CBRE Sweden. The interviews are presented within the dimensions of national culture: Power Distance, Masculinity versus Femininity and Uncertainty Avoidance. Within these dimensions, we discuss around relevant themes that emerged from the interviews. The questionnaire is presented statement by statement.

4.1 Finding from the Interviews

4.1.1. Power Distance and Leadership

The role as a manager

From our findings it can be conducted that being a leader in the field of real estate services, a manager should have a role similar to the captain of a football team. All respondents stated that being a leader is more of being the right role model that is going to be an example of excellence, ethic and collaboration. For example Mr. Persson’s view on leadership is that it should be straightforward, open minded and respectful so everyone can understand what it is important and should be followed and what is not.

Distance between the staff

As it concerns the distance between the staff we have found out that all interviewees agreed that a manager should be as close as possible he can be to his staff. Characteristically Mr. Wallgren stated that he believes in “Högt i tak”, which means freedom to speak and that managers should have their doors open for the staff to give them advice and consultation when it is needed, especially the juniors who are there to learn from them. Also from our findings we detected that all managers had the same opinion on that is essential for a good manager to be able to listen his staff and be as close as possible he can. According to Mr. Pendén, a manager should keep the team as much as possible together and let it express disagreement or their opinions. In figure 5, the main points of Power Distance are summarized.
Figure 5. Main Points of Power Distance

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Role as a manager</th>
<th>Distance between the staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mikael Wallgren</td>
<td>Captain of a football team</td>
<td>Högt i tak</td>
</tr>
<tr>
<td>Daniel Andersson</td>
<td>It is all about being a role model</td>
<td>Respect and collaboration</td>
</tr>
<tr>
<td>Thomas Pendén</td>
<td>It is all about team spirit</td>
<td>Colleague type of group</td>
</tr>
<tr>
<td>Joachim Wallmark</td>
<td>Set a good example for the others</td>
<td>Should be like family at work</td>
</tr>
<tr>
<td>Karl Persson</td>
<td>Straightforward, open minded and respectful</td>
<td>A manager should be close to his staff</td>
</tr>
</tbody>
</table>

Source: Own construction.

4.1.2. Masculinity versus Femininity and Leadership

Interaction between People

From our interviews we found out that constructive interaction between people in a real estate company is crucial. As they told us CBRE is a service business and is not producing any products. All that they have is their employees which offer services. They mentioned that they embrace the staff to feel free to ask them for advice when they need to and not hesitate to express disagreement when they think they have a better idea on a meeting or something that they don’t agree with their superiors. For example, as a manger, Mr. Wallgren states that each person should be responsible for his or her actions but a second opinion from a co-worker maybe proven advantageous at the end of the day.
Situational Leadership and Business Planning

All of our respondents agreed that a manager should have the final word in the business planning but a good leader should be able to negotiate and be resilient in his decisions, considering also their subordinates’ point of view. Also we found out that is important for the managers and the subordinates to participate to have meetings often so they can be always on the same page. Giving feedback to the employees is very important for the development process, as our interviewees stated. Characteristically Mr. Andersson mentions in his interview that he makes sure that especially juniors goes on different events, take courses and following meetings.

Motivation

According to our interviewees motivation is a crucial factor in service business like real estate. The first and most important motivational factor that all agreed on is that everybody in the team feels part of the group, having responsibilities. Also significant motivational factors that we have conducted from our interviewees are when they are giving recognition to their employees for the work they have done and of course a good salary and bonuses when they some requirements are met. As an example Mr. Persson points out that the staff is getting motivated when they have interesting jobs, having fun and receiving a good salary. The main points of Masculinity versus Femininity are summarized in figure 6.
4.1.3. Uncertainty Avoidance and Leadership

Uncertainty and Financial Crisis

From our interviews, we can conclude that CBRE Sweden has not suffered much of the global financial crisis, although things have changed and keep changing in the markets. Uncertainty levels have grown compared to before the crisis. However, the real estate market is quite stable in Sweden compared to other countries. Even if CBRE is present all over the world, it runs independently in each country and therefore, as Mr. Wallgren pointed out, “you feel more certain about what are you doing than a colleague in France or Italy”. In CBRE Sweden, people will not stop working because of a global financial crisis, like they did in the United States. We found that Swedes, instead of reacting to problems by bursting into strikes and protests, they are more likely to remain silent in most cases and work even harder until the

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### Figure 6. Main Points of Masculinity versus Femininity

<table>
<thead>
<tr>
<th>Respondents</th>
<th>Masculinity vs. Femininity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Interaction between People</td>
</tr>
<tr>
<td>Mikael Wallgren</td>
<td>Ask for a second opinion sometimes</td>
</tr>
<tr>
<td>Daniel Andersson</td>
<td>Negotiation and Compromise</td>
</tr>
<tr>
<td>Thomas Pendén</td>
<td>Negotiation</td>
</tr>
<tr>
<td>Joachim Wallmark</td>
<td>Negotiation and Listening</td>
</tr>
<tr>
<td>Karl Persson</td>
<td>Negotiation and Discussion</td>
</tr>
</tbody>
</table>

Source: Own construction.
problems are solved. In case of a crisis, that the most important thing is to stay ahead of competitors.

Uncertainty and Flexibility

The question about level of stress at work produced a variety of answers. Some are always or sometimes stressed and some are never stressed. We found that the managers we interviewed manages stress by focusing more and prioritizing the things he has to do, from the most important to the least important. Managing stress by working harder and prioritizing is something that the managers we have interviewed have in common. Mr. Andersson explained that it is also important how you feel outside of work, that you have friends and family, exercise and distress in a good way.

From the interviews, we understood that it should feel good to come to work and not having to worry about things. Flexibility and change is also important as it concerns managing stress and uncertainty. CBRE Sweden tries to stay as alert as it can, having meetings, feeling the temperature in the market and working close to colleagues in the rest of the world. Furthermore, if certain parts of the business suffers from bad times, it is important to be flexible and change orientation to the parts of the business that are going well. The main points of Uncertainty Avoidance are concluded in figure 7.
4.2. Findings from the Questionnaire Survey

To gather supportive data to our interviews, we sent an online questionnaire to 76 people from the non-managerial staff in CBRE Sweden, which includes the office in Stockholm and Göteborg. All survey items are statements where the respondents have to indicate their choice on a scale from 1 (strongly disagree) to 5 (strongly agree). We received 25 responses of which 16 came from men and 9 from women (see figure 8). We are aware that the non-response is substantial but we have still chosen to present the result of the questionnaire, serving only as supporting data to our interviews. We present the results in three parts. The first part concerns Power Distance, the second part Uncertainty Avoidance and the third part Masculinity versus Femininity. All parts are related to leadership. Furthermore, we have chosen to illustrate the result of certain statements with charts as it serve as important contribution to the analysis. All the statements with belonging charts are presented in Appendix 3.
Part 1: Power Distance and Leadership

The first part concerns power distance and leadership. We wanted to see the distance between managers and staff by giving seven statements which indicate this relationship.

Statement 1-2 asked the respondents to indicate whether they experience that their managers talk to the staff on a personal level and if they are or are not afraid to express disagreement with their manager. Most of the respondents strongly agreed or agreed that their manager talks to the staff on a personal level, although three disagreed and one strongly disagreed. The vast majority agreed that they are not afraid to express disagreement with their manager when they do not agree. No one indicated to disagree with this statement. Figure 9 is a chart displaying the responses of statement 2.

![Pie chart showing gender distribution](image)

Figure 8. Gender

![Bar chart showing responses to statement 2](image)

Figure 9. You are not afraid to express disagreement with your manager
Statement 3-5 was used to find if the managers work closely with the team and asks the staff for their ideas. Most of the respondents agreed or strongly agreed that their manager works close with the team and shares decision-making responsibilities. The majority agreed that their manager asks the staff for ideas when planning for the future except one respondent who did not experience this. Most respondents also agreed that their manager asks for their ideas in everyday matters. However, three disagreed to this statement.

Statement 6-7 concerned managers’ ability to hold regular meetings and the company’s ability to encourage new ideas. Almost all respondents agreed or strongly agreed that managers hold regular meetings to discuss work status. No one disagreed to this. To the statement “the company encourages totally new ideas”, most of the respondents agreed. Three did not experience this encouragement.

Part 2: Uncertainty Avoidance and Leadership

Statement 8 referred to the employees’ level of stress at work. The majority (twelve) was neutral to the statement that they feel stressed and tense at work, five disagreed, four agreed, one strongly agreed and one strongly disagreed. Except for the majority that chose to be neutral, the respondents show a diverse indication of the level of stress at work. This suggest that the level of stress at work may to a large extent depend on the person and how that person is managing it. Figure 10 shows the different responses.

Figure 10. You feel stressed and tense at work
Statement 9-11 was used to find if there are many rules to follow in the company and if it creates stress if rules are lacking. We also wanted to see if the employees experience that the organization is flexible and can make changes quickly when needed. Although most of the respondents agreed that there are many rules to follow in the company, this statement produced a variety of answers. Likewise, we found that the respondents differ in their opinion that if rules are lacking, it creates stress. This might depend on the fact that the respondents have different job descriptions with different rules and guidelines. The majority of respondents was neutral to the statement that “the organization is flexible and can make changes quickly when needed” although many agreed.

Statement 12 asked the respondents whether they experience that their managers trust them to handle difficult situations on their own. The majority agreed to this, eight was neutral, five disagreed and one strongly agreed. We believe that the variety of these answers might also depend on different job descriptions.

Statement 13-14 referred to the formality in interactions among the staff and clients. Almost all the respondents agreed that the formality in interactions among the staff is informal. Three indicated to be neutral but no one disagreed. Concerning the statement “the formality in interactions with clients is informal”, most indicated to be neutral while the rest agreed or disagreed. The reason that most are neutral in this statement may be that some respondents do not have any direct contact with clients and do not actually know the formality in interactions. The fact that some agreed and other disagreed might depend on different personalities of themselves and their clients.

Part 3: Masculinity versus Femininity and Leadership

Statement 15-16 was used to see if goals are reached individually or by collaborating with others. The majority was neutral to the statement that employees try to reach their goals by themselves. However, eight agreed, four disagreed and one strongly disagreed. Again, we believe the reason might be that the respondents have different job descriptions. To the statement “employees’ try to reach their goals by collaborating with others”, most agreed, three strongly agreed and only one disagreed. This can depend on that no matter the job descriptions, people help each other even if they are not directly working together. Figure 11 illustrates that goals are reach by collaboration.
Statement 17 was: “you value a good relationship with your manager”. The majority strongly agreed or agreed to this statement and only one indicated to be neutral. It shows that a good relationship with the manager is important for the employees’.

Statement 18 was: “women has the same career opportunities as men”. Most of the respondents strongly agreed or agreed with this. Six indicated to be neutral and one disagreed. We can see that the majority experiences that opportunities are equally distributed among men and women except for one respondent, who was a woman. This might be of interest to examine further at some other time.

Statement 19-20 referred to how conflicts are resolved within the company. We can see that the majority agreed that conflicts are resolved though compromise and negotiation. However, many also indicated to be neutral to this statement while three strongly agreed and one disagreed. Figure 12 demonstrates the responses. The next statement is a reinforcement of this result and was: “conflicts are resolved by letting the most assertive win”. Most of the respondents disagreed or strongly disagreed to this statement although two agreed and one strongly agreed. What we can see from these two statements is that the majority of the employees experience that conflicts are resolved through compromise and negotiation.

Figure 11. At work, employees reach their goals by collaborating with others.
Statement 21 was: “your manager motivates the staff in a good way”. The majority (eleven) agreed that to this statement, eight strongly agreed, three disagreed and two indicated to be neutral.
5. Analysis

In this chapter, we analyze the collected data and compare it to our literature review. In leadership terms, we discuss under the dimensions of national culture: Power Distance, Masculinity versus Femininity and Uncertainty Avoidance. Within these dimensions, we discuss around relevant themes that emerged from the interviews.

5.1. Power Distance

5.1.1. The Role as a Manager

In small-power-distance countries, employees do not seem very afraid to contradict their bosses and bosses are not autocratic or paternalistic (Hofstede et al. 2010). Sweden is an example of a small-power-distance country and our empirical findings show that it is essential for a Swedish manager within CBRE to listen, understand different needs and be a team player. According to Mr. Wallgren, a manager within the real estate service industry needs to have the role similar to the captain of a football team. CBRE Sweden is a smaller company and there is no space for people only handling certain things. It is all about being part of and into the business which means spending part of the time managing and part of the time working in the field. Mr. Andersson also believes that you should be into the business and that, as a manager, you should be a role model that by working hard yourself and doing things in the right way, will inspire others to follow in the same example. Mr. Wallmark also shares this concept of leadership and we can see that this corresponds to Hofstede et al. (2010) who states that “the leader is a culture hero, in the sense of being a model for behaviour”. We can see that being a leader is vital for the business because through them the company works on the clock all the time. Furthermore, the Swedish managers that we have interviewed think of leadership as being a role model that inspire others to follow in their example. Since all our interviewees are Swedish and share the same view on leadership, we understand it as a national trait that influences the way leaders think, see and act.

Mr. Pendén states as the manager he has to have the final word because if something will go wrong he will take the fall, but if his staff has a different opinion on something and they can persuade him that their opinion is better than his, he agrees with them and accept their opinion. From our point of view and taking in consideration our interviewees opinion, being a leader is not always an easy task. You have to confront people all the time, negotiate and find
solutions in every problem that might occur regarding to your team. That means negotiation is always a trait of a good leader should have to succeed on his job and the team.

5.1.2. Distance between Manager and Staff
As Hofstede’s findings show, the GLOBE study found that Sweden is a small-power distance country. Most businesses in Sweden do not use any kind of dress codes based on employee status, titles are rarely listed on door signs, there is no use of titles when addressing people and eating places at work are not segregated (House et al. 2008). Because there are not so many people in CBRE Sweden, the organization is quite flat and both juniors and seniors can ask their managers for advice. It is not uncommon that even managers ask both juniors and seniors for advice. All our interviewees agreed that, as a manager, it is important to be close to the staff and be able to listen. The majority of the respondents of the questionnaire agreed or strongly agreed that their manager takes time to talk to the staff on a personal level and that they are not afraid to express disagreement with their manager. These responses show that the distance between manager and staff is low and suggest an openness that allows the staff to, for example, ask their managers questions and for advice. This was validated by Mr. Wallgren who revealed that when he was deputy managing director with his own office, he always kept the door open and both juniors and seniors came in everyday asking questions. For a situation like this, it is important for a connection between manager and staff to be well established. Although the managers we have interviewed have lunch with clients most of the time, they all state that they can go for lunch with people from the staff, indicating that the distance between manager and staff is small, which supports Hofstede’s and GLOBE’s theory that Sweden is a small-power distance-country. Furthermore, the majority of the respondents of the questionnaire agreed that their manager works closely with the team and shares decision-making responsibilities and that their manager asks the staff for their ideas when planning for the future and in everyday matters.

5.2. Masculinity versus Femininity
5.2.1. Interaction between People
Hofstede’s (2010) presents in his study that masculinity versus femininity index range from 0 (most feminine country) to about 100 (most masculine country) and on this index, Sweden is
the perfect example of feminine country scoring only 5 out of 100 in Hofstede’s scale and also our findings show that communication and collaboration is the key to success.

Mr. Wallgren states that each person should be responsible for his or her actions but a second opinion from a co-worker maybe proven advantageous at the end of the day. A manager can ask members from the staff, regardless of the hierarchical scale, about a second opinion and it is a way for people to get closer and getting intimate with each other. This is also shared by the rest of our interviewees and according to the respondents of the questionnaire, the formality in interactions among the staff is informal. According to House et al. (2008), Sweden has the lowest international ranking in the dimension of masculinity versus femininity, suggesting that people in Sweden are typically non-assertive, timid, nondominant and nonaggressive in their social relationships. We can see that it is of great importance to have a good working relationship with the direct manager and to have a good cooperation with other people which corresponds to the caring and social-environment-oriented feminine role. All of our interviewees agreed that people is the key because people is all they have in this company, their workforce, so they must rely on people. That is why it is very important for interaction and communication to exist among people in a company and teamwork is the vital. We understand that it depends to a large extent on the type of business CBRE are in and the fact that CBRE Sweden is a smaller company but we can also distinguish that its traces back to the Swedish national culture since the theory fully supports our findings. It is important for people to communicate with each other regardless of age. People and knowledge is important for service companies like CBRE, because companies like this sell services and not products.

5.2.2. Situational Leadership and Business Planning

In a feminine country, according to The Hofstede Centre (2012), an effective manager is supportive and often includes others in decision making. This is the case in CBRE Sweden as well. All our interviewees mentioned the importance of collaborating, supporting and negotiating with the staff which correlates to Hofstede et al. (2010) who refers it as feminine straits. The also mentioned that they do the business planning with the team and not separately. Mr. Wallgren stated that in setting and reaching new goals it is important for both managers and employees to be on the same page. Mr. Andersson states that a manager has to have the final word but it is also important for a manager to be able to negotiate with the staff at all times. Each situation is different and you always have to find custom made approaches.
As leaders achieve their goals with the help of their subordinates, it is mandatory to both managers and employees to share the same vision and cooperate (Goffee and Jones, 1998). The majority of the respondents of the questionnaire agree that managers hold regular meetings to discuss work status which confirms that the management tries to keep everyone on the same page. From our interviewees, we can see that CBRE Sweden is keen on giving feedback to the staff, which shows trust and possibilities of development. The team frequently sit down together and discuss with the manager and other colleagues as well about the progress of their work, possible mistakes or achievements they reached and how they can improve. Communication is the key to keep a whole team intact and work effectively.

5.2.3. Motivation
The guardian (2013) mentions that leadership is about setting people towards the same vision, communication, motivation and inspiration. Motivation is generally the workhorse power in every part of our life, as well in economy and in business. The findings from the interviews show that motivation has an important impact on the staff, both in their work lives and private life. All our interviewees agreed that the most important motivational factor is to make the staff feel important and committed to their work. Mr. Pendén states that they need people who are willing to sacrifice part of their personal time, people who are willing to work a lot, and that is what makes them feel important and motivated. We can also see that motivation plays a major role for all members of the team to feel part of the group and know what is going on in the company. In a company like CBRE, which does not own assets or has steady cash flows, it is vital to have highly motivated people. So, as we can understand, people, teamwork and motivation is key-factors to success. Having a good team which can collaborate and be motivated leads the company to desirable numbers and results.

5.3. Uncertainty Avoidance
5.3.1. Uncertainty and Financial Crisis
Hofstede et al. (2010) describes that the essence of uncertainty avoidance is a feeling, expressed through nervous stress and a need for written and unwritten rules. CBRE has many regulations, principles and standards which improve and keep at high pace this company offering services at an excellent level. The majority of respondents of the questionnaire agree that except for the global standards, there are many rules to follow in the company. Although
many countries are suffering from the current financial crisis, especially in the industry business and in our case, in real estate.

Mr. Wallgren pointed out that CBRE Sweden has not faced this crisis that much and has not suffer from it as other offices around the world, although things have changed and keep changing in the markets. This means that maybe it is necessary for companies to change their strategic plans and approach according to what the market needs every time. Mr. Wallgren mentioned that companies now take more time in the decision planning and execution, especially when it comes to investments, so uncertainty levels have grown a lot compared to the before-crisis-environment in markets. CBRE in Sweden is quite stable than other real estate companies around the world as we understood from our interviewees. That is happening because Sweden is a country with financial and social stability. Another trait of this stability that was popped out from our interviews was strongly supported by Mr. Wallgren where he talked about the spirit and the loyalty of the workforce in Sweden and in our case CBRE in Sweden. People will not stop working because of a crash, like they did in US. This situation affects them of course but not in such a way so they will stop working, servicing and producing. Swedes may face problems but instead of bursting and lead in actions like strikes and protests they will remain silent in most cases and work even harder until the problem will be solved effectively. At this point, we can see Hofstede’s theory validating our findings. People behaving emotionally or noisy will likely be met with social disapproval (Hofstede et al. 2010).

5.3.2. Uncertainty and Flexibility

According to Hofstede et al. (2010), uncertainty is the extent to which the members of a culture feel threatened by ambiguous or unknown situations. Uncertainty plays a major role in our lives and defines many of our decisions in our everyday life and our job as well. We saw a variety in responses from our interviewees regarding the level of stress at work. Some are always or sometimes stressed and some are never stressed. The same differences in responses were found in the questionnaire. We understand that this is a subjective issue and depends largely on the person and the type of job that are undertaken. What is more interesting and better related to national culture, is how the managers we have interviewed handle stress. Stress can be a creative factor and can motivate them in getting better and better. We found that all our interviewees manage stress productively by prioritizing what needs to be done and by working harder, sometimes overtime. Moreover family and friends are also important
factors for managing stress. Physical exercise and attending social events from time to time can be proved helpful as well. Mr. Andersson mentioned that stress in small doses is positive and can increase an employee’s performance, which we relate to the Swedish word “lagom”, meaning not too much, not too little.

Flexibility and change can effectively deal with uncertainty and stress. Mr. Andersson stated that “it is better when change is towards the positive, but the worst situation arises when nothing happens”. With that statement he wanted to tell us that we have always to move and not sit back and wait for life to happen. When we are stable nothing happens and if something wrong will happen we will be incapable of solving it. Avoiding uncertainty is all about flexibility, especially in terms of this business line. Regardless of the expertise, brokerage or office letting, a manager has to meet so many different people, employees, meetings with tenants, and he or she needs to be a good listener and understand all their needs, so that's why we think it is important that being a good listener has a direct relation with good team playing, reaching goals in this business. Although CBRE Sweden is a company that tries to be alert all the time and cope with everything that happens around it. Mr. Andersson told us that the ongoing information and education is the key to surpass the uncertainty factor. Being able to do that a company can always be ahead of all of its competitors in present or future.

Figure 13 is a summary of the main points of the analysis.
**Figure 13. Summary of Analysis**

<table>
<thead>
<tr>
<th>Leadership</th>
<th>Power Distance</th>
<th>Masculinity vs. Femininity</th>
<th>Uncertainty Avoidance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Role as a manager</td>
<td>Managers should be role models</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Managers should be open minded</td>
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<td></td>
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<tr>
<td>Distance between Manager and staff</td>
<td>Managers should be approachable</td>
<td></td>
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<tr>
<td></td>
<td>Managers should be good listeners</td>
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<tr>
<td>Interaction between people</td>
<td>Managers should be able to negotiate</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leadership and Business planning</td>
<td>Managers should be close to the staff</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Motivation</td>
<td>Managers should keep the staff motivated</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Uncertainty and Financial Crisis</td>
<td>Financial stability in Sweden</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>People stay calm and work hard</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Uncertainty and Flexibility</td>
<td>People prioritize work</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Changes is encouraged</td>
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</tbody>
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Source: Own construction.
6. Conclusions

In this chapter, we discuss and present the outcome of our study and summarize by answering our research question. Within this conclusion, we also present the contribution of the study as well as suggestions for future research.

6.1. Discussion

Our conclusion is a result of answering our research questions based on our literature review and empirical findings. We have found in the theory that leadership is influenced by Hofstede et al. (2010) six dimensions of national culture and GLOBE’s (House et al. 2008) eight dimensions of national culture. We have in this study, however, focused on Hofstede’s dimensions of power distance, masculinity versus femininity and uncertainty avoidance, complemented by GLOBE’s dimensions of power distance, assertiveness and uncertainty avoidance. The purpose of this study is to examine the influences of national culture on leadership within CBRE in Sweden and those dimensions are illustrating the impact of national culture on leadership and show the inextricable relation of culture and businesses in a country. We found that the leadership styles used in CBRE Sweden are situational leadership, where different approaches are used in different situations, and servant leadership which means that leaders primarily decides to serve and secondarily decides to lead. Below we present the answers to our research questions.

Influences of Power Distance on Leadership

Our empirical findings show that managers put importance on people, teamwork and business. They emphasize on the fact that a manager should be a role model for behavior, inspiring others to follow in the same example. Managers can be good role models by paying more to their team than themselves. They embrace team spirit, collaboration and also support their team, nurturing them and help them grow and recognize the positive behaviors and spirit the employees present to them. It is also important to be open-minded and listen to both senior and junior members of the staff. It allows managers to receive a range of opinions and ideas from people with different background and expertise. This is important in the real estate service industry where things can change fast and situations may differ from one day to the other.
The distance between manager and staff should be low, where managers are approachable and good listeners. It is important for managers to have good relations with their employees so they can promote a productive way of leadership. An approachable manager should keep his door open to his staff so he can show that he feels good and comfortable while he is working with his staff. Also keep communicating on a daily basis with his subordinates, small talk or business issues, it is very important for the staff to understand that their manager cares about them. Moreover managers should prepare as careful as possible their assignments to their staff, so they will feel more secure about their workload that they have been assigned by their superiors. Finally they should make clear that the staff can also share problems with them, not only good news, otherwise their courage will be smashed at a point. Manager who do not listen their subordinates are bad communicators. On the contrary managers who listen to their employees, they earn their respect and trust. That way managers can have a closer look of what is happening among their team, so they can improve their leadership style or avoid mistakes that may harm a lot their relationship with their staff. Also by listening to their employees they can get a second thought about their ideas and reform them or make them better for the vision and the goals of the company. Being a good listener, especially when the staff sharing ideas with the manager, can be proven vital for the business planning process because when the staff feels respected, they contribute more to the discussion process and more effectively.

We can see that managers in Sweden have almost zero distance from their staff and it is common that they behave more as a family than simple co-workers as it would possibly be in another country. As an example is when they have coffee break, or as they call it “fika” everyday where they sit with their employees and eat and socialize.

**Influences of Masculinity versus Femininity on Leadership**

Our findings illustrate open communication, cooperation, negotiation and trust are key factors. The interaction among people in the company is informal and friendly and we found that employees and managers help each other in the various tasks that are undertaken and that managers should be able to negotiate rather than giving non-negotiable orders. This includes asking for a second opinion to get another perspective on a matter. It also gets people more involved and experienced as the way of learning the business is by being part of the business.
When it comes to leadership and business planning, it is important for managers to be close to the staff. In order to reach goals, everyone in the team must be on the same page. Managers invite the staff to be part of the planning, share decision-making responsibilities, show trust by letting them handle difficult situations the way they feel is best and give them feedback. The team frequently sit down together and discuss with the manager and other colleagues as well about the progress of their work, possible mistakes or achievements they reached and how they can improve. People is all they have in the company so it is important for everyone to be included. Constant communication is the key to keep a whole team intact and work effectively.

We found that the strongest motivational factor is to make everyone feel part of the group and taking responsibility over their own careers. Thus, managers try to make employees feel important by integrating them into the group and give them the responsibility handle difficult situations in the way they feel is best. When people feel part of the group and are included in something bigger than themselves, they will take their own responsibility that is required to reach goals. Motivation also includes giving the members of the team continuous feedback which encourages what has gone well and shows what can be improved. In some cases, bonuses can be handed out.

**Influences of Uncertainty Avoidance on Leadership**

Our findings show a variety of answers regarding level of stress at work. They all agreed that stress is affecting their work and that managing stress is important. They use stress to be creative and enhance their performance by prioritizing their workload, from the most important to the least important. That makes them focus more on their tasks and most of times give them desirable results. Friends and family are also important factors for managing stress and physical exercise as well. Finally from our findings, we understood that financial crisis has not affected so much CBRE in Sweden and whole Sweden as well. That happens because the stability of the country, social and financial, is in pretty good levels compared to many other countries in Europe and the rest of the world. In countries with low uncertainty avoidance, like Sweden, anxiety levels are relatively low and aggressions and emotions are not meant to be shown. People behaving emotionally or noisy will likely be met with social disapproval (Hofstede et al. 2010). For instance, if people in Sweden was facing a problem of economic crisis and instability, they would focus more and work more till they get over it. Flexibility plays a major role as well in dealing with the avoidance that exist. Flexible means
someone that can change quickly and adjust in new business environments nearly as well as markets demand from time to time. It is crucial for a manager to be flexible in a company and the staff as well. Managers that can elude through difficulties and dark paths of management where proven the most effective among the others. Being able to change the time that the market and each situation demands is a key factor that leads managers in the success of their vision for the company. All our interviewees made us understand that it is crucial for someone to be able to adapt to a new environment regardless of constant changes that happens in the market.

6.2. Critical Reflection of this Study

We have managed to do five interviews with the top managers of the company and received 25 out 76 responses from our questionnaire which we sent to the staff. This depends to a large extent that CBRE has been busy during the time we conducted this study. Due to the fact that we have only studied one company within the real estate service industry and gather limited amount of data, we advise readers to be careful not to generalize this to cover all industries in the whole country. However, qualitative case studies are not meant to be generalized (Ying, 2006) which means that this study can be of relevance for readers who are interested in the field of real estate services, especially in Stockholm and Göteborg. We believe that if we would have interviewed twenty managers of this company or managers from other companies of the industry as well, the result might would have been different. Although we believe that our study is unique because we did not find other studies that had been done for the real estate industry in Sweden.

6.3. Contribution

This study has contributed with an increased understanding of the national culture of Sweden and its influences on leadership. It does not give a complete picture of the situation in all industries in the whole country since we have only focused on one company, CBRE, which operates within the real estate service industry. It can, however, contribute as a guide mostly for managers and employees from other countries who are interested in Sweden’s national culture and business environment. It may also be useful for companies that are planning to expand to Sweden so they can see how leadership looks like and may inspire other students to continue this type of research within the field of real estate services.
6.4. Suggestion for Future Research

After having discussed and critically presented the issues of our study, we would like to suggest possible research areas that might help in further research within the service industry.

National culture and influences on leadership within larger companies.

Since we have conducted a study of CBRE in Sweden, which is a smaller company, this study cannot be generalized to bigger companies where the situation might be different because of a greater number of employees and managers for instance. In bigger companies, the organizational structure and the way work is conducted may be in a different way and should therefore be studied separately.

Implications of national culture on a foreign employee or manager.

We believe that further research is needed on the implications of national culture on a foreign employee or manager. If a foreigner begins an employment in another country and two national cultures meet, what are the implications?
References

Articles


Books


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**Webpages**


**Figure 1**


Appendix 1 - Semi-structured Interview Guide

These are the questions that guided the interviews with the five top managers of CBRE in Sweden. We want to point out that further questions was used as to follow up interesting and important answers.

Name:
Age:
Position:

Background:
Cultural background:
Education:
Work experience:
Passions/Interests:
Years in the industry:
Years in CBRE:
Years at current position:
What is your job description?

Leadership
What is your view on leadership? (According to your experiences)

Power Distance
How close are you to your subordinates? (Is it common that you have lunch with them or talk with them on a personal level?)

Is it common that subordinates express disagreement towards you when they don’t agree?
How would you handle the situation is you met resistance when introducing a new idea or policy to the staff?

**Uncertainty Avoidance**

Do you often feel nervous or stressed at work? How do you handle that?

In today’s economic climate, things can change fast and uncertainty can be a big part of work. How do you cope with uncertainty?

How do you plan for the future? (How does the process look like? Do you invite the staff for ideas?)

Do you have a lot of rules and guidelines that needs to be followed? Or do you give employees the freedom to make their own decisions and handle difficult situations the way they feel is best?

**Masculinity versus Femininity**

How would you handle it if you believed strongly in a recommendation you made in a meeting, but most of your co-workers shot it down?

How do you think a good leader should negotiate?

How do you motivate the staff? (Money, challenge, security etc.)

How do you give the staff recognition for their performance?
Appendix 2 - Complete Findings from the Interviews

Here we present the complete findings from the interviews with the five top managers of CBRE in Sweden. We have divided this part into three headlines, consisting of the dimensions of national culture (power distance, masculinity versus femininity and uncertainty avoidance). Each interview is presented within each dimension.

Power Distance
Mikael Wallgren

Mr. Wallgren pointed out that, in the field of real estate services, a manager needs to have a role similar to the captain of a football team. It might be different in a bigger company where there is a need for certain people to handle planning, administration, finances etc. but in a smaller company like CBRE Sweden, there is no space for certain people only handling certain things. It is more about being part of and into the business. Mr. Wallgren believes that all their managers are into the business which means spending part of the time managing and part of the time working in the field.

There are not so many people in their business so a manager needs to talk to the staff about everything and be out in the field, otherwise he or she will not pick up anything. The organization is quite flat where both juniors and seniors can ask managers for advice. It is not uncommon that managers also ask juniors and seniors for their advice or can pick up a question to another department face to face. When Mr. Wallgren was managing director of CBRE Sweden (until December 2013) with his own office, he always kept his door open and people came in asking questions every day, everyone from juniors to seniors. He characteristically mentioned the phrase “Hôgt i tak”. It is a Swedish expression which means, freedom of speech. It is important to bring the staff together even outside the office and CBRE in Stockholm does that by organizing pub evenings, training and sports. In the real estate services industry, it is about people. Meetings are held with different people in different situations, particularly in the office letting department where meetings are held with people who rent offices. It can be everything to law firms to IT companies to basically any company. Therefore, it is important to have “two ears and one mouth”. Being a good listener, understanding different needs and being a team player is essential.
Daniel Andersson

Mr. Andersson revealed to us that as a manager, you need to be more of a generalist and less of a specialist. His job description involves aspects of which he is knowledgeable about but there are other aspects of which he is less knowledgeable about. It is therefore important to recognize and respect that there are highly educated and smart people in the team that has another repertoire of knowledge. Furthermore, things can be done in different ways which means that if a senior has done things in a certain way, it might not be the best idea as a manager to interfere and say that it is the wrong way just because it is not the way the manager would do it. Everything does not have to be perfect, it has to be as good as possible.

As far as it concerns leadership, Mr. Andersson believes that it is all about being a role model. Trying to work as hard as possible and to do things in the right way will hopefully inspire others to do the same. Mr. Andersson state that he is not the kind of leader that tells everyone what they should do but a leader that does things and then people follow his example. I might not work in all cases but he believes that is the model that works best in Sweden. Listening to the others is essential and as a manager, you need to be close to the team. When introducing a new idea or policy, Mr. Andersson usually listens to two people first, who are knowledgeable about the subject, to get their perspective before he implements it. That means that a couple from the staff is on board from the start and have provided feedback. If, however, someone has a strong argument why it should not be implemented then the idea can be reconsidered.

Thomas Pendén

According to Mr. Pendén leadership is about team spirit, which makes the team strong. In his team, he doesn't want to create hierarchic feeling among his stuff, it's more flat. As he characteristically said, make people responsible for stuff and they will grow. He also mentioned that this leadership style is very common in Sweden, but not exclusively a Swedish trait but for sure more common than other European or worldwide companies. Mr. Pendén stated that is there for the staff for pretty much everything. They can always ask him questions and consult him about decisions and choices so he can work it out, if they can’t handle it, thus most of times they work by themselves. He also added that he has weekly meetings with the staff, where they summarize what they are doing and take decisions as well. He stated that on those weekly meetings, it's clearer that he is in charge.
Thus, he pointed out that he embraces more the colleague type of group than being the boss, except from these meetings where he has the final word. Although he told us that he is in charge for five people, that is why he can have that leadership behavior and mentioned that if he was in charge for 500 probably it would be different. Mr. Pendén also mentioned that he encourages the staff to express disagreement when they don’t agree with him but up to a point. That is because as he said he is the manager and has to have the final word because if something will go wrong he will take the fall, but if his staff is right on something and they can convince him, then he agrees with them and accept their opinion.

**Joachim Wallmark**

Mr. Wallmark told us that leadership is everything from managing today businesses to setting a good example for the others. It has to do everything about how to work it out with the employers with the minimum possible problems and enthuse the team as well. He also mentioned that this kind of leadership can be characterized as Swedish leadership. It differs from other leadership styles in other countries. He gave us an example where he said that someone can experience in CBRE there in Sweden is so different that the leadership in the office in London. He stated that in Sweden it's much more informal and much more friendly leadership than in other countries.

As it concerns his relation with his employees he told us that they feel like a family at work, so we work better and close by to each other. They sit next to each other and discuss everything all the time according to the work they have to do every day. He also mentioned that he is open to negotiate things and opinions even he is the boss and have the final word for every decision. He runs a small team so there is more flexibility in the decisions making process so he can sit with them and help them when they need to. Finally he stated that he can change his mind and consent with his co-workers if they convince him that they are right in an issue of decision, so he joins them.

**Karl Persson**

Mr. Persson’s view on leadership is that is must be straightforward, open minded and respectful. The organization is quite flat and the people working there are good individuals and good team players. Thus, as manager, you have to be close to the staff. He further mentioned that when employees does not agree with something they simply say it. To lead
and manage a team successfully, he believes that it is important to do things clearly and even if things are negative, it should be done in a good way so everyone understands it.

**Masculinity versus Femininity**

*Mikael Wallgren*

It is important to take responsibility in the business. That is something that Mr. Wallgren wants to push on, that each person needs to take his or her own responsibility. You cannot trust your colleagues to do the things you are supposed to do yourself. Something that should not be overlooked, however, is asking the staff for a second opinion of the daily work. For example, a manager can ask people from the staff of a second opinion before sending an email to colleagues in other countries. Alike, a member of the staff can ask the manager or a colleague for a second opinion as well. To ask the question “can you please check this” is not difficult and brings people together in the business. “I am not the bible for the team”, states Mr. Wallgren. It does not matter if you ask a junior or a senior, the point is to get different views on a matter before taking it to a foreign colleague or a client. There is no wrong or right, it is more about doing the best thing in each situation. Each situation is different and you always have to find custom made approaches.

Mr. Wallgren tries to do the business planning together with the team. In order to reach set goals, it is important that the people in the team has the same goals in their minds as the manager. If a few members of the team are focusing on something else than the common goal, they are doing the wrong things. That is why it is important, as a manager, to get each team member on board and included in the planning. Mr. Wallgren believes that a winning team consisting of different people is essential in order to be successful. Having a good mix of people, both juniors and seniors, is important today as it gives different perspectives on the business. There should not, however, be too much prestige as to who is doing what. You have to change every day and play different roles depending on who you meet and in which context. Finally he told us that in Sweden, it is common to have a fixed salary each month. That is also the case at CBRE Sweden. The point is that employees should have a roof over their head and be able to live a comfortable life. If, however, the budget and goals are met, there is an opportunity to receive a bonus.
Daniel Andersson

In Mr. Andersson’s department, they always work in groups of usually two people because it is important to get a second opinion on things they do. They handle big transactions with a lot of risk so in order to have control over all transaction, they have a senior person in Göteborg that serves as a vital part and third eye in every transaction. It is important to have someone to talk to all the time. Furthermore, a project is assigned to one team that follows through from the start to the end. This process does not involves a special pitch team, data room team etc. It only involves the same team through the entire process which means that a lot of responsibility lies on the members of the team. Mr. Andersson believes that this setup develop people into better transaction people and is a reason why people stay loyal longer than many of their competitors.

As a manger, Mr. Andersson believes that it is good to have the final word but also that it is important to be able to negotiate and compromise, which he thinks is a general Swedish trait. Again, to get a second opinion is highlighted. He states that it happens every day that people come to him for a second opinion and asks “can you check this” and they have a discussion about it. In most cases, they agree upon the original and in some cases they jointly come up with another solution. CBRE consists of people and Mr. Andersson explains that losing a good team member has a strong negative impact on the performance of the business. Usually, it takes up to 12 months to find a replacement so keeping and developing the staff is one of the most important things for CBRE and that is, to a large extent, accomplished by giving responsibilities to the staff.

CBRE in Stockholm is very keen on feedback and at the end of each project, the members of the team sits down and discuss what they have done right and what they can improve. Mr. Andersson also makes sure that juniors goes on different events, take courses and follow in meetings. He believes that it is extremely important that juniors understand the business and don’t attend meetings without understanding what is going on. It is all about knowing the business process, knowing the people, knowing buyers and knowing sellers. This cannot be learnt by sitting in front of a computer, this is learnt by going out and meeting actual people. There is no secret as to gain information in Mr. Andersson’s group, apart from salaries and such. There are no specific people only doing big deals, everybody is doing that and shares knowledge and information. Mr. Andersson believes that everybody feels part of the group and everybody knows what is going on and that this fact really motivates people.
Another important motivational factor is to make people feel that they are important. In comparison to a Swedish property company that owns assets and have a steady cash flow, CBRE has nothing in their balance at the beginning of each year. It means that the company has to earn every krona each year by securing new mandates etc. Due to this face, Mr. Andersson believes that they need a special kind of people who are hungry in order to be successful and those people need to feel that they are important. If they are not satisfied, they will not perform as well as they can. The people in Mr. Andersson’s group needs to be flexible and prioritize their work a little bit more than the normal employee does. This leads, however, to one of the biggest managerial challenges, to sometimes motivate people to cancel holidays and not to spend time with their families.

Thomas Pendén
A good leader should be able to negotiate. In the case of a situation with different opinions, Mr. Pendén states that convincing others of an idea requires that you present the positive sides and the negative sides of your suggestion. The other parties will do the same from their point of view. If it is a business case that is important for the company, Mr. Pendén would follow the majority vote. However, if it is about something that he is responsible for that he needs to decide, he will decide what he feels is best. He explains that if there are opinions of the exact opposite he might consult with his colleagues on the same level to make sure he is heading in the right direction. But in most cases, if you can show the advantages of your idea in a good way, there should not be a problem.

The strongest motivational factor for the team members is to be part of the groups work and take responsibility. Mr. Pendén believes that the staff are motivated by being able to decide and to see that it is not simply a one man show. In CBRE Göteborg, they are one group and it is the group that delivers. This means that the group members can take part in most decisions and feel that they are important and that is the biggest motor of motivation. Furthermore, all the group members are highly motivated of doing business, otherwise they would not be part of the group.

It is important to give the team members recognition for their performance. Mr. Pendén revealed to us that that are employing a creative way of showing appreciation for each other. They have a sea-bell that are rung when someone has done a business. If a good deal is closed they will serve cake or have dinner to celebrate. It does not necessarily has to be expensive
but in one way or another, the members of the group celebrate the person who has done a good deal. It could also be something as simple as a chocolate bar. When a good deal is closed, an email is sent within the group so everyone knows that this person did a good deal. It is important that everyone shows appreciation for the colleagues’ performance.

**Joachim Wallmark**

Mr. Wallmark states that it is important for a leader to be able to negotiate and listen before deciding something. That is part of building a team as well. To get employees to feel that they have a say is important and makes better decisions. If Mr. Wallmark would meet resistance when introducing a new idea or policy to the staff, he is open to discussion. He would argue for his opinion and test it. If someone has a good argument and it is obvious that this person is right, then he accept the person’s opinion, but in the end, it is he who finally makes the decision.

Mr. Wallmark believes that the employees in Göteborg are highly motivated by career opportunities as follows from working at CBRE and by building their own name in the business. Bonuses and money are also motivational factors but exceptions. Bigger salaries, for example, can employees get in the years to come so the largest part of motivation is mostly about building your name, career and the pride of delivering good services.

The staff in the valuation department in Göteborg get recognition for their performance by being told that they have done a good job. Sometimes, when they have worked hard and a lot of overtime, they can take the Friday afternoon off. Mr. Wallmark states that he should perhaps motivate the staff in a better way, but it should be added that he is, as he says himself, “not a professional leader” and has not undertaken any leadership training. He believes, however, that there are small things that he can do which goes a long way.

**Karl Persson**

Mr. Persson agrees that it is important for a leader to be able to negotiate and listen. He stated that everyone, both managers and employees, should be able to negotiate and take up discussions which is important for work. In meetings, he usually do not give his opinion but instead he listens to what the others have to say.
Regarding motivation, Mr. Persson points out that motivational factors are individual but he believes that the staff is motivated by having interesting jobs, having fun and receiving a good salary. Salary is something that always motivates people but he believes that it is not the most important factor. It is only a part. Motivation is also about allowing employees to be flexible and taking responsibilities by, for instance, choosing their own work schedule. Giving employees recognition for their performance is accomplished by smiles and happiness, good feedback, discussing and developing projects.

Uncertainty Avoidance

Mikael Wallgren

CBRE has a lot of global standards that has to be followed by each office across the world. These standards are important principles of the business which help define CBRE’s corporate values of respect, integrity, service and excellence. Although a big part of the world was greatly affected by the financial crisis, CBRE Sweden has not suffered much from it. Their market is quite stable compared to other countries. As he characteristically Mr. Wallgren said "I can say we don't see that much of a crisis in Sweden and we haven't seen that crisis in Sweden to be honest". He pointed out that the changes they have seen during the crisis in CBRE is about the awaiting market. Also the decision process has become more crucial in managerial terms. For example if a company should invest or surpass in every situation, so it needs to be considered more than before, but for their business, real estate, he said that it has not been affected at all in Sweden. He mentions that it is quite stable if someone compares it to many other companies like CBRE in the market. He also told us that regardless of the company being everywhere, literally everywhere in the world, it runs independently in each country and you feel more certain about what are you doing than a colleague of theirs in France or Italy, he don't know. He gave us an example of the situation in this business in other countries and cities. He gave us an example by showing us what will happen if someone wants to compare the rent market between London and Stockholm. As we saw fluctuations were small in Stockholm and big in London. Such a big difference if someone see the curves and Gothenburg has even flatter curves and Paris mediocre curves, so there is a huge difference how the market works and how it affect the market in the financial crisis and so on. According to Mr. Wallgren they do have a take up, there is no people stop working because of this crash, like US for example, but of course it affects them, but not so much.
Daniel Andersson

Mr. Andersson explained that it is natural to get a little bit nervous prior to important pitches or client meetings etc. But he believes, however, that it is important to be a little bit nervous and stressed because that is when you can stretch your limits. When you are feelings too comfortable, you are not evolving. Stress in small doses is important to a good performance but it has to be managed. Mr. Andersson state that he does not has a special technique for it but simply runs through it. He means that it is important how you feel outside of work, that you have friends and family, exercise and distress in a good way. When people have difficulties outside of work, it is often reflected in their work lives.

The best way to cope with uncertainty is change, according to Mr. Andersson. It is better when change is towards the positive but the worst situation arises when nothing happens. The years after Lehman Brothers crashed was probably the worst time when no one did not dare to do anything, buying or selling. But CBRE Sweden tries to stay as alert as they can, having meetings, feeling the temperature in the market and working close to colleagues in the rest of the world. The only thing Mr. Andersson’s department does is transactions so it needs change. It is important to read the market and understand where different investments are going. It is an ongoing education process. Being ahead of competitors is what it is all about and that goes up and down.

CBRE has a lot of global standards that need to be followed but the rest is about common sense. Mr. Andersson believes that Sweden has that from the beginning Anti-bribery clauses, compliance etc. is a big problem in other markets but in Sweden it is common sense. In addition, CBRE has online training each month in different fields as to be up to date. CBRE in Stockholm wants to be a company that has an internal environment that is fair, it should feel good to go to work and you shouldn’t have to be worried about things. Mr. Andersson believes that is an important factor as to keep employees.

Thomas Pendén

Uncertainty is definitely a big part of our personal and business life. Thus Mr. Pendén stated that he does not feel nervous at all after nine years working experience he has in the industry. Sometimes he feels stressed though, when he has lots of things to do in a certain time frame. He also mentioned that when he feels stressed we is trying to focus more and prioritize the things he has to do, from the most important to the least one. It is not always easy to do that
though. He also talked us about the crash of 2008. He stated that when he was newer to the business he wasn’t confident but as the time passes by he becomes more and more confident about himself. Moreover he told us that he feels more secure about future crises because he gone through and survived that one in 2008 where the numbers of leasings have gone almost to zero. Characteristically he said that from 100 companies they were doing per year, the last quarter of 2008 they did only 4. But still this number was way bigger than other companies did. So CBRE managed through all this situation. Flexibility is a very important trait according to Mr. Pendén. Someone should be able to change his work status and orientation every time is needed. For example, he can change the people who is working for every time. He can work for the landlords or the tenants as far it concerns the leasing market.

On a yearly basis, Mr. Pendén makes a business plan together with his team. In the beginning of each year, they look at the previous year to go through what they did, what was good, what they can change, what they can improve and where the money came from to see the trends. By looking at the previous year, they can plan the coming year and work on the right things. Mr. Pendén states that it is especially important to analyze where and what the money recently came from. The business plan consists of two parts. The first part is for the coming year and the second part is for five years into the future. In that way, they can look ahead and because the group is part of creating the business plan, everyone knows what it is about. It is not the manager’s agenda, it is the group’s agenda. The group consists, however, of only five people so it may be different in bigger groups.

“Sunt förnuft”, which means common sense, is an expression used by Mr. Pendén. CBRE has a lot of standards and rules that need to be obeyed but in Sweden, it is common sense that you should not bribe anyone, for example. Many of the rules are clear when you are a professional businessman. In Sweden, the legislation is strong as it comes from the Swedish government. Other than that, Mr. Pendén does not have any major rules. The only rule he has implemented is that the group needs to meet once a week to discuss business. Every Monday morning, the members of the group state what they plan to do during the week and on the next Monday morning they report of the previous weeks work. Mr. Pendén explains that it will be awkward if someone attends the meeting and have not done the work he was supposed to and that this fact motivates people to deliver.
**Joachim Wallmark**

As far as it concerns the uncertainty dimension Mr. Wallmark told us that they are always stressed at work because of the nature of the business. They try to handle with stress by staying in good mood, or working sometimes till late. He mentioned that there is both positive and negative stress. They are trying focus more on the positive and creational one. Also he told us that they have an interesting job. They are dealing with what it is happening in the local business, so it’s very interesting that they have to focus on that and not in stress.

Moreover he pointed out that they are not thinking of uncertainty. They like to think that valuation is a very special business in the real estate business as a whole. They are very stable because if the real estate market is booming, they have a lot of work and if it goes down then again they have a lot of things to do as well. He told us that they are a very stable part of CBRE because we do not generate lots of money when the market is booming but they are not losing money when the market goes down either. To give us an example he told us that if CBRE should decide that they do not want any valuation business, there are always jobs in other firms so they can start anywhere else. So in that way, they are very fortunate. And they also have certificates from Samhällsbyggarna and from MRICS and there are not a lot of competitors. There is a limited amount of certified people in Sweden who can do this job.

Finally as far it concerns future planning, CBRE as a whole is planning to expand by organic growth by employing people and picking up the people they want. The plan is to expand to become twice as large as they are today and that goes for the valuation team as well.

**Karl Persson**

Mr. Persson explained that he is not stressed regarding management but there are other parts of work that can be stressful. Is is, however, more about making things structured and work through it, which helps to calm down. Concerning uncertainty, Mr. Persson does not worry much about it. He stated that he is not that type of person. Instead, he prefers to look forward deal with the situations as they emerge.

CBRE has a lot of rules and guidelines that need to be followed, both global and national, regulated by Swedish law. However, the employees have the freedom to handle difficult situations in the way they feel is best. Mr. Persson explained that the staff is very good at what they do and if they are not given this responsibility and are instead guided from the top, they would probably leave the CBRE for another company.
Appendix 3 – Result of Questionnaire

Result of Questionnaire

Your manager takes time to talk to the staff on a personal level.

<table>
<thead>
<tr>
<th>Response</th>
<th>Responses</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Strongly Disagree</td>
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<td>4%</td>
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<tr>
<td>Disagree</td>
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<tr>
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<tr>
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<td>28%</td>
</tr>
<tr>
<td>Strongly Agree</td>
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<td>44%</td>
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</table>
You are not afraid to express disagreement when you don’t agree with your manager.

<table>
<thead>
<tr>
<th>Responses</th>
<th>Percentage</th>
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<tbody>
<tr>
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<tr>
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<td>0 0%</td>
</tr>
<tr>
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<td>1 4%</td>
</tr>
<tr>
<td>Agree</td>
<td>19 76%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>5 20%</td>
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Your manager works closely with the team and shares decision-making responsibilities.

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<tr>
<th>Responses</th>
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<tbody>
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</tr>
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<td>Neutral</td>
<td>3 12%</td>
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<tr>
<td>Agree</td>
<td>13 52%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>7 28%</td>
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### Your manager asks the staff for their ideas when planning for the future.

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<tr>
<th>Responses</th>
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<tr>
<td>Neutral</td>
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<tr>
<td>Agree</td>
<td>16</td>
</tr>
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<td>Strongly Agree</td>
<td>5</td>
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</table>

### Your manager asks the staff for their ideas in everyday matters.

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<th>Responses</th>
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<tbody>
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<tr>
<td>Agree</td>
<td>12</td>
</tr>
<tr>
<td>Strongly Agree</td>
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</table>
Managers hold regular meetings to discuss work status.

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<th>Responses</th>
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<tbody>
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<td>Agree</td>
<td>17</td>
</tr>
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<td>5</td>
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</table>

The company encourages totally new ideas.

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<th>Responses</th>
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<td>13</td>
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### You feel stressed and tense at work.

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<td>4</td>
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### Except for the global standards, there are many rules to follow in the company.

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<tr>
<th>Responses</th>
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<tbody>
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<tr>
<td>Disagree</td>
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<td>Agree</td>
<td>13</td>
</tr>
<tr>
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### If rules are lacking, it creates stress.

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<tr>
<th>Response</th>
<th>Responses</th>
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### Your organization is flexible and can make changes quickly when needed.

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<tr>
<th>Response</th>
<th>Responses</th>
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<tbody>
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</table>
Your manager gives others the responsibility to handle difficult situations on their own.

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<th>Responses</th>
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</thead>
<tbody>
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The formality in interactions among the staff is informal.

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</table>
The formality in interactions with clients is informal.

<table>
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<th>Response</th>
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<td>28%</td>
</tr>
<tr>
<td>Strongly Agree</td>
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At work, employees try to reach their goals by themselves.

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<th>Responses</th>
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<tr>
<td>Agree</td>
<td>8</td>
<td>34.78%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>0</td>
<td>0%</td>
</tr>
</tbody>
</table>
At work, employees try to reach their goals by collaborating with others.

<table>
<thead>
<tr>
<th>Response</th>
<th>Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Disagree</td>
<td>1</td>
<td>4.17%</td>
</tr>
<tr>
<td>Neutral</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Agree</td>
<td>20</td>
<td>83.33%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>3</td>
<td>12.5%</td>
</tr>
</tbody>
</table>

You value a good relationship with your manager.

<table>
<thead>
<tr>
<th>Response</th>
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<tbody>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Neutral</td>
<td>1</td>
<td>4.17%</td>
</tr>
<tr>
<td>Agree</td>
<td>10</td>
<td>41.67%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>13</td>
<td>54.17%</td>
</tr>
</tbody>
</table>
Women has the same career opportunities as men.

<table>
<thead>
<tr>
<th>Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td></td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
</tr>
<tr>
<td>Neutral</td>
<td>1</td>
</tr>
<tr>
<td>Agree</td>
<td>6</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>8</td>
</tr>
</tbody>
</table>

Conflicts are resolved through compromise and negotiation.

<table>
<thead>
<tr>
<th>Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td></td>
</tr>
<tr>
<td>Disagree</td>
<td>0</td>
</tr>
<tr>
<td>Neutral</td>
<td>1</td>
</tr>
<tr>
<td>Agree</td>
<td>9</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>12</td>
</tr>
</tbody>
</table>
Conflicts are resolved by letting the most assertive win.

<table>
<thead>
<tr>
<th>Response</th>
<th>Responses</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>4</td>
<td>16%</td>
</tr>
<tr>
<td>Disagree</td>
<td>9</td>
<td>36%</td>
</tr>
<tr>
<td>Neutral</td>
<td>9</td>
<td>36%</td>
</tr>
<tr>
<td>Agree</td>
<td>2</td>
<td>8%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>1</td>
<td>4%</td>
</tr>
</tbody>
</table>

Your manager motivates the staff in a good way.

<table>
<thead>
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<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
<td>0%</td>
</tr>
<tr>
<td>Disagree</td>
<td>3</td>
<td>12.5%</td>
</tr>
<tr>
<td>Neutral</td>
<td>2</td>
<td>8.33%</td>
</tr>
<tr>
<td>Agree</td>
<td>11</td>
<td>45.83%</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>8</td>
<td>33.33%</td>
</tr>
</tbody>
</table>