THE NEW
LEADERSHIP GENRE

A Qualitative Study of the Practice of
Transformational, Servant and Charismatic
Leadership in a Danish Context

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Abstract

Leadership is a highly contested theoretical field where opposing views on what constitutes good leadership exist. The leadership field was expanded in the aftermath of the financial crisis, when much debate started to flourish as to how leaders could become more ethical and responsible and how better leadership could increase organizational performance. The theories of transformational, servant and charismatic leadership have been suggested to be remedies for such a challenge. These three theories have in this thesis been grouped together under the umbrella term *The New Leadership Genre*. They have been described as moral pursuits where leaders’ abilities to motivate and stimulate followers can lead to increased follower satisfaction, motivation and ultimately performance. Based on this assumption, the purpose of this thesis is to investigate whether the three theories of the new leadership genre are being practiced in contemporary Danish businesses and how it is visible.

Through qualitative interviews with twelve business managers in four large Danish businesses (COWI, ISS, Nomeco and Nordea), we have been able to identify signs of the new leadership genre. We saw that organizations have installed drivers which can act as catalysts for desired leadership values. Through tailored leadership training programmes, career tracks and evaluation surveys, organizations can communicate which values they deem as constituting good leadership. We argue that some of the values communicated within the organizations resemble the notions of the new leadership genre.

We also noted transformational leadership in the business managers’ discussions of how to communicate visions and motivate and stimulate employees. This was done by providing meaning and creating emotional attachments with followers. The concept of servant-leadership was also seen, particularly in the lower levels of management. Here employee attention and development seemed to be prioritized above strategic goals. Charismatic leadership was noted in the sense that business managers viewed the aspects of communication, enthusiasm and the ability to empower followers as representing good
leadership. Furthermore, we noted that despite the new leadership genre claiming to take the moral highroad, it was still seen by business managers as a subtle way of gaining legitimacy and power and improving organizational performance.

The findings of this thesis are based on the leaders’ points of view and a limit, therefore, exists as to how much these findings can be applied in a general discussion of the presence of the new leadership genre. We found that leadership behaviour fluctuates in practice and that although we identified signs of the new leadership genre, other leadership behaviours were also present. This brings forward the notion that leadership is an intricate subject and it is unlikely that one approach will fit with all contexts in today’s complex organizations and societies.
Leadership is a much debated topic which many have an opinion on, but no-one has as such located the answer to what it takes to create good leadership. Critics have argued that findings have been inconsistent, inconclusive and altogether weak. The early attitude toward the field of leadership is well defined in this quote by an unknown author: “Once I was active in the leadership field. Then I left it for ten years. When I returned, it was as if I had been gone only ten minutes” (in Hunt, 1991). However, over the past decades, research within leadership has grown exponentially (Storey, 2004, p. 4) and today, the leadership field is highly contested with myriads of new findings being presented.

Leadership was originally focused on understanding the leader himself and his impact on small group behaviour (Storey, 2004). It was seen as something which was solely exercised by the leader and was based on personal traits and behaviours. The concept of The Great Man (ibid., p. 14) which was part of the trait leadership approach saw good leaders as displaying outstanding abilities and having extraordinary personalities. Leadership in general has always been focused on behaviour. Gareth Jones discussed leadership in a recent article, Why should anyone be led by you?, that management and leadership are two different concepts (Ørholst, 2011a). Management is a hierarchical assignment which exists to make sure that things are being done. Leadership, on the other hand, is about creating excitement and enthusiasm among employees. Leadership is seen as what makes the difference.

While, Henry Mintzberg stated that the basics of leadership do not change (Ørholst, 2011b), it could be argued that the circumstances surrounding leadership do. The field of leadership has evolved over the decades and research has been dominated by various approaches. For example, the trait leadership approaches of the 1930s, the behavioural leadership approaches of the 1950s and the contingency approaches of the 1970s, which are all still prevalent today.
In the meantime, however, research has begun to see leadership from a more multidimensional view (Antonakis & House, 2002). Antonakis and House (2002) attempted to categorize this evolution through an integrative understanding of contemporary leadership theory, based on what they defined as the five major pillars within new leadership theory (see Table 1). These five pillars were derived from the trait, behavioural and contingency leadership theories with the additional view that leaders can affect followers through emotional and inspirational effort (Burns 1978 & Bass 1985). Based on this assumption, Bryman (1992) investigated how leaders affect followers. He argued for studying leadership on a macro level, thus looking at entire organizations and not just small groups. It has been suggested that these new leadership models work to advance the leadership field from the earlier leadership theories mentioned above (Storey, 2004, p. 13).

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<td>Max Weber (1968) introduced charismatic leadership. He argued that in times of crisis followers would place their own fate in the hands of a charismatic leader. However, once stability was restored, the organization would shift back to its “natural” bureaucratic state.</td>
<td>Downton (1973) introduced the concept transactional leadership, where leadership is conducted through exchanges and rewards between leaders and employees. Conversely, he argued that charismatic leaders were able shift the status quo by persuading others.</td>
<td>House (1997) was the first to conduct empirical studies on charismatic leadership. He found that charismatic leaders would challenge the status quo and establish emotional connections with followers and create a sense of appreciation and adoration of the leader.</td>
<td>Zaleznik (1978) discussed the difference between managers and leaders. He saw managers as rational, bureaucratic and seeking stability, whereas leaders were creative, visionary and users of emotional attachment to followers’ values in order to realize these visions.</td>
<td>Burns (1978) discussed how the leader-follower interaction would always be either transactional or transformational and that the two cannot exist simultaneously.</td>
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Table 1: The five pillars of modern leadership (Antonakis & House, 2002)

A central part of modern leadership is the theory surrounding emotional and inspirational leadership. However, there are alternative ways of approaching and understanding leadership. Although the emotional leadership approach has been seen as moving the field forward, it does not imply that the former theories of leadership have necessarily been superseded. Storey (2004) outlined the main theories of leadership, which he claimed all to be present in
contemporary leadership. He pointed out, for example, that although the trait theory of *The Great Man* is an aged concept it is still discussed in contemporary business management. Other theories included the *Managerial Grid Model*, *path-goal theory*, *contingency theory* and *Theory U*. Additionally, these early concepts of leadership have often been used as inspiration for many contemporary leadership theories.

Today, it is claimed that there is a new leadership paradigm (Storey, 2004). Within this view, the *great man* is no longer enough to explain leadership and its effects. Rather, an argument is made that leadership should as much be understood from the followers’ perspective. This paradigm thus breaks with viewing leadership solely on the basis of the leader himself and, furthermore, breaks with the view that leadership behaviour should be contingency based.

Storey (2004) stated that the new leadership paradigm included transformational, charismatic, inspirational and visionary leadership. We see inspirational and visionary as being embedded within transformational and charismatic leadership. Additionally, we see another dimension, namely that of servant-leadership. This entails that leaders deem followers as their primary concern.

We define these three theories as being part of *The New Leadership Genre*, a term inspired by Avolio and Yammarino (2002). In essence, this is concerned with aligning the desires of the individual employee with that of the organization. It is based on an assumption that leadership can galvanize followers into going beyond their immediate call of duty and improving organizational performance (ibid., p. xvii).

**Problem Statement**

As stated by Fullan: “The more complex society gets, the more sophisticated leadership must become” (2001, p. ix). We see contemporary business in Denmark as having gone from a production culture towards a service and innovation culture, which potentially necessitates a revisit of leadership. In the years to come business will be performed on a more conceptual basis which could act as a catalyst for a paradigm shift in the leadership field.

Our interest in emotional leadership was originally sparked by the discussions of how to ensure better leadership in the aftermath of the financial crisis. Poor leadership was seen as
one of the reasons behind the global financial crisis. Society is today calling for organizations to be more responsible and for them to adopt a more holistic view on their place in society. Furthermore, due to a negative public perception of performance remuneration policies and personal greed, there is a call for leaders to portray more ethical and moral behaviour. Emotional leadership is claimed to take such a moral highroad and as such offers the more ethical and responsible approach to leadership, which is still claimed to be deficient in Danish business management.

However, it is not only society that it is claimed would benefit from emotional leadership. As a result of the financial crisis Danish businesses are in the middle of a recession and are looking improve their competitiveness. It has been stated that a positive correlation exists between the new, emotional leadership theories and organizational performance. This is claimed to be due to followers being more motivated and autonomous and consequently performing beyond what otherwise was expected of them. Furthermore, emotional leadership has been argued to increase employee satisfaction leading to a healthier working environment. As a consequence, it becomes of interest to study how discernable these theories are in practice.

Along with the notion that the world needs more dynamic leaders (Williams, 1998) and the argument that this new paradigm offers the conceptual framework for dynamic leadership (Stone et al., 2004), the practice of the theories of the new leadership genre in contemporary Danish business management becomes interesting to investigate. This point of departure inspired us to go deeper into the new leadership genre and investigate whether this field has a place within contemporary leadership. We view this topic as an important and vital one for organizations in today’s increasingly competitive environment and, accordingly, will attempt to look for signs of the new leadership genre in today’s Danish business environment.

Although the new leadership genre plays a large role in contemporary leadership theory, it still remains unclear as to what extent these theories are used in reality. Dumdum et al. (2002), for example, discovered in their meta-analysis between transformational and transactional leadership, that the theory was indeed far ahead of the data and that it was needed for scholars to collect more empirical data in order to close the gap between theory and practice. This calls for an investigation of the applied leadership approaches and an understanding of the underlying reasons and barriers for certain styles of leadership.
Avolio and Yammarino (2002, p. xxi) discussed which factors were still lacking in solidifying the contemporary studies of transformational and charismatic leadership. One of these factors was the lack of field studies. That makes it an objective of this thesis to make an empirical investigation as to the apparent existence and visibility of transformational, servant and charismatic leadership theories.

Another missing factor was that of context. Transformational and charismatic leadership have in the past been said to have varying differences depending on external factors. The interviews with the four companies provided an attempt to investigate whether signs of the new leadership genre are seen in the companies. Since parts of the interviews with the companies were focused on the specific companies only, it will be possible to compare the empirical findings against each other. If we do see differences it is a focus of this thesis to discuss why these may exist. Avolio & Yammarino (2002, p. xxiii) also claimed that it would be necessary to pay more attention to the role of followership within leadership studies. An attempt will be made to understand how followership interacts with leadership.

Research Question and Hypotheses

Based on our problem statement above, the research question for this thesis is as follows:

*Are business managers in Denmark today practicing leadership according to the theories of the new leadership genre and how is this visible?*

The analysis will be conducted in four organizations in four different industries. The analysis will be on a macro level and the organizations will be analyzed in order to determine how the new leadership genre is visible. For the purpose of investigating the research question and testing the application of the mentioned theories, four hypotheses have been developed. These hypotheses are based on the existing research and theory within the new leadership genre and are as follows:

1. **Organizations are changing their training methods and evaluation parameters of their leaders to enable the use of more emotional leadership styles.**
   - This means creating training programmes which aim at educating leaders in the more emotional aspects of leadership and making use of leadership evaluation surveys.

2. **Business managers show confidence in their followers in order to improve organizational coherence and performance.**
   - This means creating an environment where followers are allowed autonomy and are encouraged and motivated to pursue intellectual challenges.
3. **Business managers place themselves out of the spotlight and show genuine concern for their employees and their wellbeing.**
   - This means serving followers and showing a desire to make them grow in the organization.

4. **Business managers formulate visions, are enthusiastic and are able to engage and empower employees through social relationships.**
   - This means exemplifying the abilities to inspire and motivate through personal attachments with followers.

It is not our intention or expectation to find individual business managers or organizations that fully live up to one of the hypotheses. As none of the hypotheses are meant to be mutually exclusive, it is rather an attempt at seeing whether the business managers’ practice of leadership resembles the behaviour stated in the hypotheses. The hypotheses will, furthermore, function as a framework for the analysis.

**Scope of the Thesis**

The new leadership genre encompasses theories that examine the inspirational and motivational effort of leaders on their followers. The introduction of followers as well as context into the leadership debate makes for a more holistic view of leadership. This can be illustrated by the *Leadership triangle* compiled of the leader, follower and context (see Figure 1). In order to paint a holistic picture of the new leadership genre one would have to look at the three elements of this. We see this phenomenon as affecting the growth in leadership research. The leadership triangle is inspired by Hollander (1978) who described “the locus of leadership as residing at the juncture between the leader, follower and the context that embeds them” (in Meindl, 1993, p. 91).

*Followers* are thus assumed to be an integral part of leadership due to the notion that followers are a key part of the legitimization of the leader’s role. Yet the extent to which followers affect leaders is still vaguely defined. A recent article in Berlingske Business Søndag, mentioned the term *followership* in quotation marks (Nielsen, 2011), thus indicating that although it has been an accepted part of leadership theory for over four decades, followership still seems to be a new phenomenon in mainstream business jargon.

*Context* is a key variable within leadership, as leaders may be constrained by market conditions, organizational constraints and increasing uncertainty. Furthermore, context can
also relate to the many social interactions which affect the relationship between the leader and his followers.

![The Leadership Triangle](image)

**Figure 1: The Leadership Triangle**

**Delimitations**

Ideally, in order to create a holistic analysis of the presence of the new leadership genre we would have had to study all three aspects of the leadership triangle. This would have meant investigating both followers and leaders in their formal and informal interactions. However, due to both time and resource constraints the analysis will, in principle, be conducted solely from the perspective of leaders. This presents a limit to the wider application of our conclusions. As such, we do not claim that we will be able to fully determine the existence of the new leadership genre in Danish business management. Rather we will look for signs of its practice through dialogues with leaders combined with existing empirical evidence on the subject.

A discussion of universality as opposed to cultural-specificity could also be relevant as this thesis takes its empirical base in four different companies in four different industries. It would be interesting to conduct an analysis of whether transformational, servant and charismatic leadership theories are universal concepts or whether we see differences due to individual company culture. Avolio and Yammarino (2002) highlighted that this discussion was one of the key missing elements within this theoretical field. However, for the purpose of this thesis identifying individual cultures and their implications has been deemed too broad a scope.
Although management and leadership are acknowledged to be two sides of the same coin, this thesis will not focus on the exercise of management. Instead, there is an isolated focus on the concept of leadership.

When working with human resources there is a concept called 70-20-10. This refers to the notion that 70% of an employee’s performance is on-the-job learning, 20% happens in contact with other people and learning from them, e.g. coaching and mentoring, and the last 10% are spent on training programmes. It has not been possible to gain insight into on-the-job tasks or the informal social relations between business managers in the respective organizations. This would have demanded that we would have observed interactions between leaders and followers and studied the daily routines of the interviewees. Nevertheless, the coaching and mentoring aspects will be looked into based on the information obtained in the interviews. These aspects are relevant as they are part of the new leadership genre.

Explanation of Key Concepts

**Business Managers**

*Business manager(s)* will be the common term used throughout the thesis as a synonym for the wide range of business titles; e.g. managers, directors, heads, leaders, vice presidents and chiefs in business organizations. This is not only done for practical reasons but also has a logical background. While this thesis focuses on leadership and not management, it would be wrong to coin all managers as leaders and all leaders as managers. In business matters the two terms are practically inseparable as all leaders need to conduct some kind of day to day management and most managers at some point need to practice a degree of leadership. Although this term is an attempt of grouping the leaders, we are aware that there are differences between leadership levels and what tasks are carried out at these respectively.

Furthermore, the business managers we refer to all have personnel/staff management responsibility. This means that their job profile includes the direct managing of employees and/or other business managers, i.e. personal development plans, budgets, follow-ups of group performance objectives, etc.

**Management**

Although they are often treated as synonyms, the concepts of leadership and management are significantly different. While managers may exert leadership and leadership must involve
management in order to obtain results, a dichotomy exists between the concepts. On one side is what Antonakis and House (2002) describe as the charismatic-transforming-leadership approach and on the other the bureaucratic-transactional-management approach (p. 6). While the latter is concerned with traditional management, i.e. control, contracts, rationality and stability, the former is concerned with creating visions, promoting values, risks and changing the status quo.

Management often involves a paternalistic relationship between the manager and those being managed. The manager is responsible for defining the organizational goals and solving problems and can be said to be a part of a contractual arrangement with subordinates which is based on reward and punishment (Viewpoint, 2011). Furthermore, managers are the problem solvers and are focused on meeting goals and fulfilling short-term objectives. Zaleznik (1978, p. 4) pointed out that:

\[
\text{[i]t takes neither genius nor heroism to be a manager, but rather persistence, tough-mindedness, hard work, intelligence, analytical ability and, perhaps most important, tolerance and good will.}
\]

Leadership

Leadership, on the other hand, requires vision and creativity of the leader and the ability to look beyond the immediate challenges and envision a future that has not yet been dreamed of (Viewpoint, 2011). Zaleznik (1978) emphasized that leaders are responsible for providing the long-term direction and trust and further added that “[l]eadership inevitably requires using power to influence the thoughts and actions of other people” (p. 2). The concept of followership is thus a central aspect of leadership and what clearly distinguishes it from management. Another distinction is the use and importance of emotional intelligence (Goleman, 2000) in leadership, for example, self-awareness, self-control, empathy and adaptability.

Context

Hollander (1978) saw leadership as including context and followers, which took the focus away from the leader as the only point of study. Understanding leadership based on different situations gives way for a more multidimensional view. Context is seen as the many different influences both internally and externally on the approach and practice of leadership. Context
is used in this thesis both to distinguish between organizations and industries as well as different levels of leaders.

**Followership**

Followership provides the third aspect of leadership. Followers are employees or subordinates who willingly follow a leader whom they are neither coerced nor demanded to follow. “Followers discern the genuineness of the leader’s gift, granting him or her authority over them (...) [and] are educated human beings capable of constructive creativity,” (Graham, 1991, p. 108-109). While the title of manager is something you are appointed by the top of the organization, the title of leader is something you are appointed by the bottom. Although employees are paid and assigned to a certain business manager, the term *follower* indicates that they voluntarily accept him as a leader, which allows for a greater degree of social influence. Accepting Meindl’s view, that “leadership is nothing without followership” (1993, p. 99), leadership can be said to be something which is bestowed on the leader by the followers through informal relations which transcend traditional hierarchical levels.

**Leadership Culture**

In all interviews, desired leadership values were expressed and an insight into current leadership practices was revealed. For example, Nordea claimed to have a leadership culture where “great leadership is the ability to engage and motivate people to reach out for our vision and ability to create the right team to make it happen” (N1, 110-112). The term *leadership culture* will be used in this thesis to describe the companies’ self-professed approach and vision for leadership.

**Structure of the Thesis**

The thesis is constructed in a traditional manner and contains eight sections. The first section has been the *introduction* concerning the development of the leadership field towards the new leadership genre. The chosen research question and hypotheses as well as the scope and delimitation of the thesis have been presented. The second part concerns the *research design and methods* used to obtain the data for the thesis. This includes a description of the interview process, an evaluation of the quality and validity of the interviews and a discussion of the analytical framework and alternative methods that could have been used. Thirdly, a *literature review* of the leadership field is presented which discusses strong points and limitations of the
theories of the new leadership genre. This section will briefly summarize other leadership theories and their relation to the new leadership genre, and subsequently describe the three theories of transformational, servant and charismatic leadership. Following this, the fourth section will include *company descriptions* of the four interviewed companies where their respective size, goals, values and challenges will be outlined.

The *analysis* is conducted in the fifth section. This is divided into five parts with the first part looking at the development towards the new leadership genre within the respective companies. The aim is to create a better overview before moving on to the remaining four parts which each relate to one of the four hypotheses formulated in the introduction. The first of the remaining four parts concerns new parameters for training and evaluation of leaders. This part explains how organizations are implementing drivers such as leadership training programmes, tailored career tracks and evaluation surveys to facilitate the practice of desired leadership values. The second part concerns transformational leadership and seeks to explain how business managers show signs of this leadership style in their communication and interaction with their employees. This part also deals with the pragmatic nature and outcome of transformational leadership. The third part looks at servant-leadership and looks at why one of the business managers, in particular, showed signs of this leadership style. The nature and limits of servant-leadership will also be touched upon here. The last part of the analysis concerns charismatic leadership. Here it will be analyzed how some business managers show charismatic leadership behaviour when setting visions and empowering their employees. The analysis will be *summed up* in the sixth section in order to give a detailed overview of the findings before the discussion and final conclusion.

Thus the seventh section is the *discussion* where opposing views and future directions will be addressed. Following this, a three-fold discussion of the implications of the new leadership genre on respectively leaders, employees and organizations will be conducted. Finally, the eighth section is the *conclusion* where the main findings and conclusions will be summed up and ultimately provide an answer to the stated research question and hypotheses.
This section will deal with our research design and choice of research philosophy. Subsequently, the obtained data and the implications of the chosen methods will be evaluated. Finally, alternative methods and the limitations of the data will be considered.

Research Design
The practice of leadership consists of social interactions between individuals and groups and is defined by complex situations that are unique by nature. This complexity and uniqueness limits the ability to make broad generalizations from obtained data. As people interpret situations idiosyncratically and inject into them their own meanings and understandings, a plethora of socially constructed interpretations are available. The way people understand and interpret situations influences how they react in future situations, which again impacts how they respond in yet other situations. Based on this assumption, this thesis will follow an interpretivist or hermeneutic research philosophy.

Hermeneutics
Hermeneutics seeks to explain what happens when a person works towards understanding a text or statement from another person. The understanding can be said to happen in a circle, i.e. that one part is understood in the light of the holism, while the holism is understood from the individual parts (Jacobsen et al., 1987). Others call it a spiral in which experience and pre-understanding together shape a person’s interpretation (Ödman, 1979 in Thurén, 2004). Talking of a spiral instead of a circle also hints to the idea that the more experience and the more the pre-understanding one has, the more one is able to take in and understand.

The interpretivist researcher is not looking for general patterns of similarity, but for an understanding of a problem or situation within its immediate context. Interpretivism enables
the researcher to investigate situations that are different from those he/she might otherwise be familiar with and that can only be understood in a specific context (Saunders et al., 2003). It also follows from an interpretivist position that “it is necessary to explore the subjective meanings motivating people’s actions in order to be able to understand these.” (Saunders et al., 2003, p. 84). This also requires the researcher to possess the ability and urge to understand the subjective reality of those he studies in order to make proper sense of their motives, actions and intentions. Through introspection the researcher must look into him/herself and thereby understand other people’s feelings and experiences. The prominence of empathy is one of the things that set hermeneutics aside from positivism (Thurén, 2004).

The analysis will follow a deductive research approach, which means that it will be tested whether the existing theory on leadership holds true and is practiced in real life as described. For that purpose a number of hypotheses have been formulated, which will work to test these theories.

Validity

The fact that hermeneutic studies primarily rely on qualitative data brings forward the question of validity: How to ensure that researchers have made the right interpretations? Should the interpretations be tested using hypotheses? How should they be tested? And can they be tested without losing the hermeneutic foundation? This also feeds into the discussion about the use of qualitative research interviews for scientific purposes. In regards to validity it “raises epistemological and ethical questions about the pursuit of interview knowledge” (Kvale & Brinkmann, 2009, p. 190, translated). While the positivist tradition relies on quantifiable data to provide “definite” answers, hermeneutics, seeks to build an understanding from qualitative data. A central objection is the prominent role of subjectivity and bias. Although subjectivity may lead to ambiguous conclusions, these may still be representative of a given population, however, and may be justified by having a large enough sample of data.

Although scientific articles often have a large number of interviews for scientific backing, this has neither been deemed relevant nor possible in this case. We shall not claim that 12 interviews on a disputed topic such as leadership can be said to be representative of a large population. We further acknowledge that the information we obtained in the interviews cannot be classified as “the real thing”, but only the interviewees’ imitation or “mimesis” (Riessman, 2008, p. 22). Yet, we noted how many interviewees responded similarly to many
of our questions and that it was possible to identify repeated patterns and stories in the different narratives. Based on this it is, therefore, our contention that we are able to conduct a reasonable analysis on signs of the new leadership genre in the different companies.

Empirical Data

The data gathered for this thesis for the most part consists of primary, qualitative data from 12 interviews conducted with business managers in four Danish companies during (see table 2). The interviews were carried out in April 2011 and lasted between 30-80 minutes. They were all recorded and later transcribed by ourselves in Danish (see separate binder of interview transcripts).

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<td>C3</td>
<td>Thomas Duhlgren</td>
<td>Vice President</td>
</tr>
<tr>
<td>ISS Facility</td>
<td>I1</td>
<td>Susanne Rønskov Hermann</td>
<td>HR Manager</td>
</tr>
<tr>
<td>Services A/S</td>
<td>I2</td>
<td>Michael Staugaard</td>
<td>Contract Manager</td>
</tr>
<tr>
<td></td>
<td>I3</td>
<td>Peter Roll Hansen</td>
<td>Customer Manager</td>
</tr>
<tr>
<td>Nomeco</td>
<td>M1</td>
<td>Ewa Eskildsen</td>
<td>HR Director</td>
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<tr>
<td></td>
<td>M2</td>
<td>Peter Kastberg</td>
<td>Operations Manager</td>
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<tr>
<td></td>
<td>M3</td>
<td>Kasper Lund-Jacobsen</td>
<td>Market Development Manager</td>
</tr>
<tr>
<td>Nordea</td>
<td>N1</td>
<td>Niels Gregers Hansen</td>
<td>HR Director</td>
</tr>
<tr>
<td></td>
<td>N2</td>
<td>Peter Schütze</td>
<td>Head of Nordic Banking</td>
</tr>
<tr>
<td></td>
<td>N3</td>
<td>Ivan Christensen</td>
<td>Manager of Project Managers</td>
</tr>
</tbody>
</table>

Table 2: Overview of interviewees’ names, reference ID and functions

The interviews were conducted on a meta-level and were, therefore, not intended to obtain answers relating to the interviewees' individual leadership styles or experiences. Instead we focused on asking questions that would prompt information about the overall approach to leadership in the organizations as well as information about their leadership culture and values.

The interviews were semi-structured which meant that the interviews were not standardized and that the questions were not asked in a fixed order. This was a deliberate choice in order to allow for unforeseen questions and keep a natural flow of the conversation. An interview guide was prepared (see Appendix 1), however, to ensure that key information was acquired in each interview. The guide was comprised of approximately 10 questions that were asked and answered in each interview; e.g. “What values define the organization?”, “How big of a
theme is leadership in your organization?” and “If you should describe what good leadership is in your organization, what would you describe as important?” In the interviews with the four HR Directors we also asked about the importance of organizational values and the use of internal leadership training programmes.

The 12 interview persons were all business managers with personnel/staff management responsibilities among others. Two key features of the interview process need to be highlighted. First, there were not conducted any interviews with ordinary employees/followers despite the fact that followership is part of the foundation of the new leadership genre.

Second, the interviews were focused at a macro level. We were keen to ensure that the individual interviewee did not talk too much about his/her own unique leadership style, but rather with respect to the “bigger picture” in the organization. However, the business managers used examples of their own approach to leadership to paint a picture of leadership in their organization.

In addition, a part of the data for the thesis is secondary, qualitative data in the form of articles in newspapers and weekly business journals. The business and leadership sections of Berlingske and Berlingske Nyhedsmagasiner have been skimmed for articles regarding the topics of leadership and training. The articles will help to add to the theoretical discussions and support the empirical findings. Additionally, three of the four companies sent material regarding their training programmes and leadership evaluation schemes. This material will help strengthen the validity of the statements made during the interviews as we will be able to compare what they espouse with what they actually do.

Furthermore, this thesis will draw on secondary, quantitative data regarding a possible correlation between transformational leadership and organizational performance. One of the sources for this purpose is a Canadian doctoral dissertation studying the top 100 organizations in Canada, which seeks to establish a link between CEO leadership style and firm performance. Other sources are the employee satisfaction surveys from Nordea, ISS and Nomeco. These surveys are meant to evaluate the employees’ direct business managers and will be used to provide supportive data for our analysis. The surveys could be biased, however as the employees might not want to give negative feedback and that the statements in these surveys might be written in a way which favours the organization. Furthermore, employees
might tend to be positive in their answers by default meaning that a *positive* answer might actually be *neutral*. The answers also depend on the commitment of the individual employees and how they interpret the questions. Finally, the relative amount of company specific materials in the form of surveys and training programmes varied from company to company. We are aware of these limitations and risks, but will nevertheless use these surveys to see if we can find support for our general analysis.

**Alternative Methods**

This thesis has been based primarily on first hand semi-structured interviews. We have chosen this approach in order to investigate how business managers perceive leadership in today’s Danish businesses. However, applying other methods could have strengthened the validity of our conclusions and opened up the possibility for deeper analysis. It would have enabled us to investigate the new leadership genre from all three aspects of the leadership triangle mentioned above.

An observation analysis could have enhanced the ability to ascertain its presence in contemporary Danish business. It is stated that transformational leaders pursue the convergence of values between followers and the organization. By attending strategic group meetings where organizational objectives were communicated, it could have been possible to analyze how leaders attempt to create an attachment between these goals and followers. The same could be said about attending personal development dialogues between a leader and his subordinate. Furthermore, this exercise would have enabled an insight into how leaders coach their followers.

Conducting a discourse analysis would have enabled us to study the more intangible, informal aspects and how leaders attempt to create convergence with followers. The notion of the new leadership genre has a common root in attempting to stimulate followers to pursue organizational objectives. Since the research question concerns whether or not they actually do this, analyzing the discursive, social interactions between leaders and followers would have given more insight into how leaders attempt to create emotional attachment with their followers.

Such a study of leadership was carried out by Larsson and Lundholm (2009) who conducted a discursive micro-level analysis of an informal leader-follower interaction. They
claimed that this approach enabled a greater insight into leadership as a practical accomplishment. For the purpose of this thesis such a study would also have shed more light on how leaders influence followers and vice versa. Our focus has been on the macro level, however, with a focus on the type of leadership practiced in organizations rather than the leadership practiced by the individual leaders. An observational study of leader-follower relations would have necessitated a micro level discourse analysis.

Our 12 interviews were conducted with business managers only. As the new leadership genre views followers as a key aspect of leadership, interviewing the direct subordinates of these business managers, would have given more insight into leadership as a practice. Firstly it would have enabled us to understand whether the new leadership genre was indeed practiced and secondly whether this was an approach which made followers perform beyond their call of duty. However, interviews with followers could not have been conducted without bias. The leader could have chosen employees he knew would give positive answers and a danger thus exists of employees answering positively due to fear of their manager seeing their answers.

Another way to include followers and improve validity could have been to conduct surveys or questionnaires with the 12 business managers as well as their direct subordinates. For this purpose the Multifactor Leadership Questionnaire (MLQ) discussed later in the analysis could have been utilized. Firstly, it could have been used to test the statements given in the interviews. Secondly, it could have enabled us to conduct a statistical analysis of the extent to which transformational leadership was being practiced by the given business managers. Lastly, it would have provided a comparison of how followers view their leaders and how leaders view themselves. This would have added a degree of validity to the interview statements upon which this thesis will be based.

However, using surveys present challenges in the form of low response rates. Additionally, quantitative studies and frameworks such as the MLQ used by scholars are questionable in their methods as it is difficult to measure such soft and intangible aspects of business management. Although the MLQ has been deemed a reliable and valid instrument to measure the existence of transformational leadership (Antonakis & House, 2002, p. 18), it is not without its criticism. The question and answering method can be biased and this method may not guarantee the whole truth.
Selection of Interviewees

The process of finding interviewees began with sending out an e-mail to around 20 Danish HR Directors, who were identified via LinkedIn and company homepages. In the e-mail we explained our research statement and asked for an interview with the HR Director him/herself and two subsequent interviews with two other business managers in the organization. It was made clear what the purpose of the interviews was and how long they were supposed to last. The interview with the HR Director was supposed to give us a broad overview of the company’s approach to leadership before the interviews with the two other business managers. We received positive feedback from eight of the contacted HR Directors and chose to continue with the four that responded first.

In each organization we talked with the HR Director first except in Nordea where the first interview was conducted with the Head of Nordic Banking. From the outset, we had assigned the responsibility of finding the two other business managers whom we could interview to the HR Directors. The only criterion was that the two other business managers had personnel/staff management responsibilities at some level in the organization. This strategy had a number of consequences. First, there was a noticeable variance in the organizational levels of the eight business managers we got to interview, e.g. a Contract Manager overseeing 12 people and a Vice President with the responsibility for 170 people. Secondly, there was an issue of bias since the HR Directors might have chosen business managers who they expected would be of interest to our research. One business manager even mentioned that it was likely that his HR Director had chosen him and his colleague due to their young profile and modern scope on leadership. Thus, we cannot be sure to have obtained an accurate or unbiased picture of the leadership culture and values in the organizations.

Interview Quality

There is no doubt that the quality of the original interviews is decisive for the quality of the subsequent analysis and verification of the results (Kinsey et al., 1948 in Kvale & Brinkmann, 2009). Therefore, the interviews should ideally live up to most of the criteria in textbox 1 below.
The New Leadership Genre

Quality Criteria for an Interview

1. The degree of spontaneous, rich, specific and relevant answers from the interviewees
2. The degree of short interview questions and longer answers from the interviewees
3. The degree to which the interviewer follows up on and clarifies the meaning of the relevant aspects of the answers
4. That the interviews are broadly interpreted throughout the interviews
5. That the interviewer tries to verify his/her own interpretations of the interviewees’ answers during the interviews
6. That the interviews are “self-reported”, independent stories that do not require further explanations


The interviews were conducted in a narrative style. We asked short open-ended questions and followed a don’t interrupt approach in order to force our interviewees to give longer answers and to avoid influencing their interpretation of the questions too much (quality criteria 1+2). This meant that we had to give up some control of the interview and see where the narratives would take us. This format helped to “encourage greater equality [and uncertainty] in the conversation” (Riessman, 2008, p. 24), and made the interviews seem more like a conversation. The fact that the interviews can be seen as interactions or conversations is also evident from the transcripts where it can be seen that interviewees often ended their answers with the word “right?” (in Danish “ikke?”). This way the interviewees were prompting us for an acknowledging “yes” or nod with our heads, thus creating a sense of interaction. The more relaxed setting also lessened the sense of interrogation and encouraged a greater level of openness.

Furthermore, the fact that both of us were present at all the interviews was a conscious choice in order to better be able to evaluate and discuss the impressions we obtained during the interviews. Since we were both present, we also had a better chance of clarifying answers that seemed unclear and to some extent verify our interpretations of the answers (quality criteria 3+4+5). With regards to the final quality criteria it is difficult to assess whether the interviews can be considered independent and “self reported” stories. With qualitative interviews it cannot be guaranteed that others would interpret the stories in the same way.
Following a Thematic Approach

Research interviews can be seen as Inter-Views where knowledge is constructed in the interaction between the interviewer and the interviewee (Kvale & Brinkmann, 2009, p. 18). In the same sense, following an interpretivist philosophy, the twelve interviews can be seen as unique social constructions that were composed in a particular situation (the interview setting) for a particular audience (us). Neander and Scott (2006, p. 297) highlight the generally accepted contention that “the researcher does not find [accounts] but instead participate in their creation.” (in Riessman, 2008, p. 21, original emphasis). Thus, the answers we received from the interviewees were responses to the questions we posed, which, again, were dependent on the interviewees’ interpretation of our questions in the first place.

That being said, a hermeneutic analysis can quickly become too abstract if one must constantly consider and evaluate alternative interpretations of questions and answers. At some point the researcher must take a stance and develop his/her own understanding of the research data and decide on a framework for interpretation. In keeping with this argument, the qualitative data will be analysed using a thematic approach described by Riessman (2008) where content is the primary focus. Choosing a thematic approach has a number of methodological consequences.

First, the reader will learn little about the twisty route taken by the researcher to produce the compelling findings (Riessman, 2008, p. 63). Our prime focus will be on the told, i.e. the content of the interviews and whether underlying assumptions can be identified and used to illustrate general patterns of agreement or variation. This implies that we, as investigators, will not pay particular attention to the way the interviews unfold or explore the importance of co-construction. Adopting a thematic approach, however, does not mean that we disregard the importance of co-construction and context altogether, which are exactly the central aspects of the hermeneutic research philosophy. Instead we accept the fact that we had an influence as “fellow-travellers” (Gabriel, 2000, p. 136) and that the answers we obtained were the result of a particular interaction. The thematic approach simply allows us to focus on the stories that were told by the interviewees and look for patterns or disagreements.

Second, the focus on contents means that messy spoken language is transformed to make it more readable (Riessman, 2008, p. 58). In the process of transcription the shift from spoken language to written text will have transforming effects on the discourse and give rise to a
number of practical and principal problems (Kvale & Brinkmann, 2009, p. 199). Elements such as body language or irony are difficult to translate and particular idioms or figures of speech might be lost. We deliberately transcribed all the interviews ourselves to better be able to remember and understand expressions that might have seemed meaningless to outsiders. Still, following a thematic approach, we chose to translate spoken language into meaningful sentences and, therefore, consequently left out utters such as “øh” and other jargons that could not be understood. In the same way, it was not deemed necessary to show the exact length of each pause and to identify whether some utters were overlapping. This would have been necessary if we were to do a discourse or dialogue analysis of short paragraphs. Furthermore, doing the transcription in a more scientific manner would have made it possible for other researchers to analyze and falsify our conclusions. However, in keeping with the thematic approach, we mainly wanted to identify overlying patterns of agreement or variance.

The interviews were conducted and transcribed in Danish. The quotes used in the analysis will be translated to English, however, whereby some of the original meaning might be lost.
The field of leadership can be said to be moving towards a new paradigm. From a focus on the personal traits and behaviours of the individual leader, leadership research is now increasingly investigating the effects of emotional leadership and how leaders can affect followers. An argument, therefore, exists for creating an umbrella term that encompasses the emotional leadership theories of transformational, servant and charismatic leadership. This argument was also backed up by House and Shamir who highlighted that a strong convergence existed between these theories (1993, p. 84).

In this thesis, this umbrella term will be named the new leadership genre. This concept is inspired by Avolio and Yammarino (2002) who claimed it to include transformational and charismatic leadership. In our definition of the concept, however, the new leadership genre also includes servant-leadership. This is due to us seeing the servant-leader as being part of the emotional school of leadership. The school is based upon the notion that the leader seeks the moral high road and establishes close social bonds with his followers. The theories within the new leadership genre share a core element in that they all pursue performance enhancement through emotional relationships of leaders in-between and leaders and followers (Stone et al., 2004, p. 349). Burns (1978) described this as creating a shared cause between the actors involved, thereby creating a strong emotional bond and a base for creating higher value (Avolio & Yammarino, 2002, p. xvii). Essentially, the new leadership genre attempts to identify how leaders can create environments where followers perform beyond what is expected of them. It is a school of thought which revolves around the idea that organizational performance can be enhanced when strong bonds are created between leaders and followers.

However, other theories exist in contemporary leadership. While transformational leadership has become an acknowledged concept, transactional leadership has remained similarly popular. For example, many frameworks have been developed to understand contingency and reward exchanges between managers and employees. This indicates that
although the emotional sides of leadership are gaining acceptance, it does not necessarily mean that economic motivation and traditional management are abandoned. Avolio and Bass (1998) for example stated that the two were not mutually exclusive. They claimed that leadership behaviour was not a case of either/or but rather both/and. From this they created the full-range leadership model including transformational, transactional and laissez-faire. This model was argued to be able to encompass the multidimensional nature of leadership.

Another theory concerns that of contingent or situational leadership. In this school of thought, leadership is practiced dependent on the situation and the leader should in this sense behave according to the follower. Hersey and Blanchard (1969) attempted to match the leadership style of a leader with the readiness level of followers, thus seeking to increase effectiveness. They argued that a correlation existed between the hierarchical level of the employee and the acceptance of more autonomous working conditions. As employees would move up the organizational ladder, they would move towards higher levels of readiness and thus respond to other and less controlling leadership styles. In a similar sense, Fiedler (1958) proposed that a leader’s effectiveness was based on situational contingency which was a result of the interaction of two factors: leadership style and situational favourableness. Later he revised his contingency model to also include other factors, e.g. the degree of confidence the subordinates have in their leader, the degree to which the followers’ jobs are routine as contrasted with non-routine and the power inherent in the leadership position (1996). As, in this view, emotional and open leadership styles are claimed to be less effective to lower-level employees, a distinction between employees at different levels is thus added.

Behavioural leadership is another theory which is still applied by some researchers as a legitimate leadership approach. Based on this theory, The Managerial Grid model (Blake & Mouton, 1964) was created in order to obtain excellence in leadership. In this school of thought, leaders base their approach on two parameters: concern for production and concern for people. By coupling concern for production with concern for people five leadership styles were identified. The authors found one leadership style team management to be the best, while recognizing that it may not be possible in all work situations. This theory has a narrow perspective as it views leadership only from the leader’s point of view and is only based on two parameters. In this sense, the managerial grid model and behavioural leadership focus solely on the personality of the individual leader and thus differentiates from the new
leadership genre as it does not take relations to followers or organizational contexts into account.

The path-goal theory was developed by House (1971). It relates to the leader directing followers towards the path that reaches the desired goal and is based on the notion that the behaviour of the leader relates to employee performance and satisfaction. It draws its inspiration from Evans’ (1970) discussion of how the leader can make followers reach a certain goal by setting a path and exhibiting certain behaviours. Furthermore, the theory has a base in Vroom’s (1964) theory of how expectations can act as drivers for motivation. House (1995) further developed the theory by arguing that the leader compensates for bad and rewards good performance. Path-goal theory includes four leadership styles which the leader can fluctuate between: traditional commands, setting challenges, seeing followers as consultants and acting as a psychological supporter of followers. As such, the leader’s leadership style is fluid. As the leader uses contingent rewards and punishment while employing differing leadership behaviours, the path-goal theory has aspects of both contingency and transactional leadership.

A more recent concept is Theory U, which involves leadership during times of change. In this school of thought, leadership is viewed as a conceptual and psychological exercise. Scharmer (2007) developed the concept which involves how leadership should be conducted in times of transformation. The theory has its foundation in Glasl’s (1997) U-procedure which had to do with organizational and social development. Sharner’s Theory U is in essence an illustrative way of expressing his ideal of learning and of how to apply this knowledge. It is aimed at improving change management in order for actors involved in the change process to get on board. By imagining the letter U, the process starts at the top left and goes downward along the U. It begins with the individual listening to others and by channelling knowledge through thoughts and emotions, his self-concept changes. Finally, he reaches a state where this new insight is embedded and becomes part of the self of the individual and the group. It is the notion that this new way of thinking will create energy and motivation and is aimed at making complex innovation processes that are possible to implement successfully. This concept of ensuring that followers attach to innovative change processes thus presents a link to transformational leadership. However, by undergoing a process of reinterpreting the self in order to alter the future, this theory also leans towards a social, psychological school of thought.
Transformational Leadership

The notion of transformational leadership was initially derived from Burns (1978) and further developed by Bass (1985). Eden et al. (2002) argued that transformational leadership is one of the predominant new theories within the field of leadership. It concerns a process of elevating goals for followers while showing confidence in them. Transformational leaders seek to achieve high levels of performance by showing inspiration, motivation and by approaching each follower individually (ibid., p. 736).

Although the concept is similar to charismatic leadership, the concepts differ with regards to autonomy. Whereas the charismatic leader still seeks to stand in the middle and ensure that followers attach to a vision, it is argued that transformational leaders promote high levels of autonomy. Bass and Avolio (1990) suggested that transformational leaders increase the ability for followers to think for themselves, to come up with their own ideas and to question the status quo (Eden et al., 2002, p. 736).

Stone et al. (2004) attempted to distinguish between transformational and servant-leadership, by concluding that the similarity between the theories is that they are both essentially leadership techniques created to empower followers. However the key difference is where the leader places his focus (Stone et al., 2004, p. 354). This was also supported by Smith et al. (2004, p. 81), who discussed the difference by highlighting how the servant-leader places him or herself in a non-focal position. Servant-leadership is thus, in essence, a more romantic phenomenon where emotional attachment to followers is seen as unconditional and genuine. It could be argued that transformational leadership exists to create convergence in the values between leaders and followers, while having a hidden agenda to ensure that the overall organizational objectives are met. Therefore, transformational leadership could be seen as having a more cynical outlook compared to servant-leadership as it, seemingly, uses emotional attachment more as a means to meet organizational expectations.

Smith et al. (2004, p. 89) discussed how transformational leadership may be better in certain situations of dynamic external environments, whereas servant-leadership is more salient in a static world. Zagoršek (2009, p. 145) used organizational learning as a basis to also argue that context is a key determinant of leadership focus. He described how due to turbulent environments it is key for an organization to constantly evolve its learning and that transformational leadership is “one of the most important means of developing learning
organizations” (ibid.). It is suggested that transformational leadership encourages openness and honesty and encourages group effort and discussion (ibid., p. 148).

Transformational leadership is explained by Burns (1978, p. 20) as “moral in that it raises the level of human conduct and ethical aspiration of both leader and led”. By definition, transformational leadership seeks to align a collective understanding between leaders and followers toward that of the organization. Podsakoff et al. (1990, p. 108) mentioned how leadership should be concerned with how to “induce followers to suppress their own self-interests for the greater good of the organization.” This leads to the discussion which Avolio & Bass (1988) and Podsakoff et al. (1990) highlighted, namely that transformational leadership influences followers to perform beyond the minimum which is expected of them and to ultimately transcend expectations. It can thus be seen as a tool for leaders to alter the followers’ self-concepts in order for them to attach themselves to the vision and mission of an organization.

Bass and Avolio (1994) divided transformational leadership into four concepts: 1) idealized influence, 2) inspirational motivation, 3) intellectual stimulation and 4) individual consideration. Mumford & Strange (2002, p. 111) suggested that this would provide an insight into transformational leadership being a multidimensional phenomenon and enable scholars to understand why in some cases outstanding leadership, disproportionate to that of ordinary management, could be identified. These four concepts were also used by Dumdum et al. (2002) who proved that these concepts and the adoption of these as behaviours from both leaders and followers led to higher effectiveness and employee satisfaction. Kark and Shamir (2002, p. 69) argued that the reason they have proven to be effective is that these leadership behaviours create identification with followers and facilitate a common goal, ensuring that followers have the organization’s best interests in mind.

Limitations of Transformational Leadership

It has been argued that transformational leadership is better suited in unstable environments since in times of stability a constant need to transform organizational outcomes could be seen as detrimental to the organization. A danger exists when this form of leadership becomes routine and rational. In such a scenario, the purist notion of transformational leadership could be lost and the adoption could be seen as negative.
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The theory suggests that the transformational leader will always be focused on meeting organizational objectives (Graham, 1991). This leads to the argument put forward by (Stephens et al., 1995) that transformational leadership might actually hinder the strengthening of an organization’s ethics, as individual interests would have to be overlooked in order to satisfy the organization.

Servant-Leadership

The term “servant-leadership” was first coined by Robert Greenleaf (1970) in his book The Servant as Leader. Greenleaf became aware of the concept of servant-leadership after reading Hermann Hesse’s metaphorical story Journey to the East. The story was about a group of pilgrims who belonged to a secret Order who set out on a mythical journey to discover the ultimate Truth. The story’s protagonist was the loyal servant named Leo who sustained the group with his spirit and his song. Leo’s personality and extraordinary presence was what held the group together. When he suddenly disappeared, the group quickly dissolved and the journey was abandoned. Some years later, one of the men set out to find Leo. To his surprise he discovered that Leo was in fact the leader and titular head of the Order that had sponsored the journey in the first place. To Greenleaf, this story illustrated that the great leader is initially seen as a servant and that this was the simple reason behind his greatness. In Greenleaf’s view,

[t]he servant-leader is servant first ... Becoming a servant-leader begins with the natural feeling that one wants to serve, to serve first. The conscious choice brings one to aspire to lead. (1970, p. 13)

In that sense, leadership is something which is bestowed on the servant. It is the leadership which can be taken away from the servant, not the other way around.

While Greenleaf never came up with a formal definition of servant-leadership, a more pragmatic definition of the concept is that “servant-leadership takes place when leaders assume the position of a servant to their fellow workers,” (Andersen, 2009, p. 5). Fundamentally, it is argued that servant-leaders should have a desire for serving others as well as helping them to strive and flourish (Giampetro-Meyer et al., 1998). Winston (1999) even claimed that managers should love their subordinates, peers, superiors as well as their competitors. The primary concern of the servant-leader is, therefore, the followers and their
wellbeing, while organizational concerns are more peripheral. This is in stark contrast to the fundamental management view, i.e. that managers should desire to serve the organization above anything else (Russell R. F., 2001).

Other distinctions of servant-leadership are the degree of service and humbleness. Graham suggested that “it is the leader who models service by humbly serving the led, rather than expecting to be served by them,” (1991, p. 111). Furthermore, Smith et al. (2004) argued that the servant should hold a non-focal position within a group and provide resources and support for his followers without expecting or wanting acknowledgement.

Spears and Lawrence (2004) noted that servant-leadership, as with all leadership, is dependent on the leader’s integrity, trustworthiness and authenticity. In order to be a good servant-leader the leader must follow a moral compass, which corresponds to the expectations of the followers. While authenticity is always important, it is not necessarily an appropriate measure of a leader’s success. A number of authors have tried to extract and define the main attributes and characteristics of the concept. Spears (1995) identified ten critical characteristics of servant-leaders (see Table 3 below).

<table>
<thead>
<tr>
<th>CHARACTERISTIC</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Listening</td>
<td>The servant-leader seeks to identify the will of a group and helps clarify that will. Listening coupled with regular periods of reflection is essential to the growth of the servant-leader.</td>
</tr>
<tr>
<td>2. Empathy</td>
<td>The servant-leader strives to understand and empathize with others.</td>
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<tr>
<td>3. Healing</td>
<td>One of the great strengths of servant-leadership is the potential for healing one’s self and others.</td>
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<tr>
<td>4. Awareness</td>
<td>General awareness and self-awareness aid the servant-leader in understanding issues involving ethics and values.</td>
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<tr>
<td>5. Persuasion</td>
<td>The servant-leader primarily relies on persuasion rather than positional authority in making decisions within an organization.</td>
</tr>
<tr>
<td>6. Conceptualization</td>
<td>The servant-leader must think beyond day-to-day realities. While the traditional manager is focused on achieving short-term operational goals, those who want to become servant-leaders must stretch their thinking to encompass broader-based conceptual thinking.</td>
</tr>
<tr>
<td>7. Foresight</td>
<td>Through foresight the servant-leader is able to understand the lessons from the past, the realities of the present and the likely consequences of a decision for the future.</td>
</tr>
<tr>
<td>8. Stewardship</td>
<td>The servant-leader is committed to serving the needs of others.</td>
</tr>
<tr>
<td>9. Commitment to the growth of people</td>
<td>The servant-leader is deeply committed to the growth of each and every individual within an organization as he/she believes that people have an intrinsic value beyond their tangible contributions as workers.</td>
</tr>
<tr>
<td>10. Building community</td>
<td>The servant-leader seeks to identify means for building community among those who work within a given institution.</td>
</tr>
</tbody>
</table>

Table 3: Spears’ ten characteristics of servant-leadership (adapted from Spears & Lawrence, 2004, pp. 13-16)
Patterson (2003) identified seven values or constructs of servant-leadership. Similarly, Russell (2001) identified eight functional attributes with particular focus on the role of values in three of the attributes: trust, appreciation of others and empowerment. Overall he concluded that values are the core elements of servant-leadership and that personal values have major influence on the success or failure of servant-leaders.

Limitations of Servant-Leadership

The majority of the large amount of definitions and attributions can be characterized as values and personality traits, e.g. empathy and trust. In that sense, it is uncertain whether servant-leadership is a trait theory or an instrumental theory, i.e. whether it is innate or something which can be learned (Andersen, 2009, p. 6).

A major challenge also lies in taking the literature and theoretical constructs into field-research and real-world application. Servant-leadership may be an ideal leadership method, but intervening variables such as employee attitudes and organizational culture may influence its effectiveness and have an effect on organizational performance (Russell & Stone, 2002, p. 153).

The failure to establish a definite link between servant-leadership and organizational performance is another limitation to the acceptance of servant-leadership as the new ideal. Giampetro-Meyer et al. (1998) found that servant-leadership actually clashes with the idea of efficiency and short-run profit maximization.

In addition to that, the many definitions and characteristics of servant-leadership means that no instrument for measuring whether managers are servant-leaders or not has been developed or agreed upon. As a consequence, no empirical data on the proportion of servant-leaders versus other types of leaders is available (Andersen, 2009, p. 8).

Charismatic Leadership

The term charismatic leadership was first coined by Max Weber (1968). He saw charisma as a force for change and transformation in organizations and the leader as a charismatic person who exercised power through followers identifying and believing in the leader. Weber suggested that charisma as a concept was threefold and concerned 1) the ability to formulate visions or missions, 2) the ability to have extraordinary or exceptional personal qualities and
the notion that charisma needs follower recognition (Kim et al., 2002, p. 146). This first notion is supported by Bryman (1992): “Goal or mission should not be excluded from defining charisma, since a leader with extraordinary qualities but without a mission or vision is not regarded as a charismatic leader.” The second concept relates to charismatic leaders acting as role models. This was backed up by Bass (1988) and House (1977) who saw charismatic leaders as being able to sacrifice themselves, show high levels of confidence and exhibit high ethical standards. The third concept was supported by Conger (1989) who claimed that it is followers who define a leader as charismatic, and through this followers are empowered.

Charisma was seen by Weber (1968) as viable in times of crisis and was a part of his analysis of “ideal-typical classifications of legitimacy and power” (Eatwell, 2006, p. 141). Following Weber, other scholars such as Burns (1978), Bass (1985) and House (1995) have looked into what makes for outstanding leaders (Mumford & Strange, 2002, p. 111). Bass (1997) elaborated on his initial findings to conclude that although transactional leadership should be seen as legitimate leadership style, it is highly linked to reward systems and the accounting of day-to-day events in order to create follower compliance. Bass argued that it is a bureaucratic view which fails to explain how followers are motivated and inspired by outstanding leadership.

This view was extended by Callan (2003, p. 10) who argued that scholars should look beyond the personality of charismatic leaders to truly understand the full extent of this form of leadership. Rather, it was claimed that charismatic leadership is a social phenomenon and that followers hold an equal stake in it. Callan also discussed that since followers and leaders hold an equal stake in charismatic leadership, charisma is as much a “relationship as a thing” (ibid.). Kim et al. (2002) supported this view by arguing that there is a lack of focus on what they call charismatic followership. They extended the view of charismatic leadership by claiming that both context and the characteristics of followers have an impact on how followers legitimize charismatic leaders.

The concept of charismatic leadership was further extended by Waldman and Javidan (2002) who adopted the concept of upper echelon theory. The point of departure in their discussion was Bennis and O’Toole’s (2000) discussion of the failing of many boards to hire the correct CEO’s. They claimed that too much emphasis is placed upon CEO’s financial and
accounting abilities. Due to the fact that companies exist in dynamic and turbulent environments, when charismatic leaders articulate visions and exhibit confidence, follower concern is reduced and uncertain environments become less challenging and stressful (Waldman & Javidan, 2002, p. 183). Based on this, they call for leadership to be viewed more on the macro level by connecting charismatic and strategic leadership.

Limitations of Charismatic Leadership

Howell & Avolio (1992) discussed the ethical implications of charismatic leadership. They explained that a danger arises when charismatic leaders motivate followers and express organizational goals in order to fulfil goals in their own interest. As charismatic leadership is driven by a sense of mission, a danger exists when leaders use this mission for their personal agenda. Bass (1985) defined the concept of pseudo-charismatic leadership, which was used by Couto (2002, p. 96). Through the use of examples such as Bin Laden and Hitler he highlighted how charisma could be used as a smokescreen in order to obtain follower recognition toward their own personal goals. In this case, leaders did not, as Bass (1998) described it, transcend their own self-interest for utilitarianism. Instead they used the romantic ideal of utilitarianism in order to achieve their own interests. Charisma can thus be constructed artificially in order to create a sense of religious aura around a leader, thus legitimizing actions and creating a false recognition from followers.

As discussed, crisis can leave followers uncertain and it is in these times of uncertainty that charismatic leaders can emerge as they can supply meaning to a confused world. As Shamir and Howell (1999) argued, however, although crisis is a moderator which should be recognized when it comes to the emergence of charismatic leadership, it is not necessarily the key factor. Kim et al. (2002) backed up this view in their discussion of crisis and self-esteem. In times of crisis, followers with low self-esteem have proven to be susceptible to charisma which was exemplified through Adolph Hitler and the Nazi regime. In times of uncertainty and low self-esteem, opportunities arise for charismatic leaders to take advantage of followers’ insecurity in order to achieve their own personal goals.

The antithesis of this was highlighted by Pombeni who warned of the “routinization of charisma” (2008, p. 47) and that in times of stability, followers will react to charismatic leadership less positively. Eatwell (2006, p. 142) described the modern world as being too complex to have charismatic leaders. His argument was that charismatic leaders are useful in
sports or local groups, but in larger arenas charisma alone is not enough to solve complex 
issues.

Additionally, Meindl (1993, p. 97) questioned the dominant focus on personality and 
characteristics of leaders and the notion that leadership is an “experience undergone by 
followers”. As such, he claimed that too much research is aimed at understanding the leader 
himself as opposed to how leadership is constructed socially. Meindl called this the romance 
of leadership and wanted a more radical social psychological perspective in order to 
understand leadership as an emergent approach. In Meindl’s view, a more follower-centred 
study was needed to enlarge the scope of why leadership emerges. He claimed that leadership 
could not be accepted as intrinsic but rather as something which is created as a social 
construction.

Finally, A study by Graham (1991) suggested that charismatic leadership is the 
foundation for both transformational and servant-leadership, and found them both to be 
inspirational and moral. While the two branches of leadership have many similarities, they 
also differ in their characteristics. Research rejects Weber’s notion that the key to charismatic 
leadership is extraordinary personal characteristics alone (Trice & Beyer, 1986). Factors such 
as charismatic leader behaviour, the leader-follower relationship, characteristics of the 
followers and contextual influences and constraints are found to also play a role.

Howell and Shamir (2005) discussed the role of followership within charismatic 
leadership following Meindl’s (1993) call for leadership to be follower and not leader-
centered. They highlighted that followers and leaders are involved in a charismatic 
relationship, where the nature of the relationship depends on the overall self-concept of the 
followers. This view is echoed by Steyrer (1998, p. 823) who described the concept of 
leadership as a play in a theatre where both leaders and followers are actors, using symbols to 
interpret and create meaning.

The whole concept of leaders having followers or the other way around builds on the 
assumption that leaders are able to show them the overarching goals and visions and that they 
are able to motivate their followers to fulfil these goals and visions. This view is contested by 
some scholars, however. Andersen (2009, p. 11) claims that

*managers in business and in public agencies do not have followers; only 
political and religious leaders have followers. Followers are neither hired nor*
Managers have subordinates, and they are all employees. Those who are employed by business enterprises or who work for public agencies do not necessarily share the goals of their companies or institutions.

Kim et al. (2002) discuss the concept of charismatic followership. These types of followers accept and recognize leaders without question and they do so voluntarily. The concept of socialized charismatic leadership vs. personalized charismatic leadership as introduced by Bass (1998), where socialized charisma is seen as authentic whereas personalized is pseudo-transformational (Couto, 2002 & Kim et al., 2002) is closely linked to the discussion of charismatic followership. Whereas personalized leaders focus on follower needs simply in order to achieve goals, the socialized charismatic leaders base their goals on followers and aid them to achieve these goals.

The ability to create follower recognition thus constitutes one of the cornerstones of the new genre of leadership. This new movement within leadership theory has many names. Burns (1978) called it heroic leadership, Bass called it transformational leadership, but ultimately this approach to leadership exists under an umbrella. Although the theoretical background suggests that the new leadership genre plays an important part of contemporary leadership, it cannot be known for sure whether it plays an equally important part in practice and if it even exists. The following analysis will attempt to investigate this.
COWI

COWI is one of the leading consultancy companies in the Nordic region. It is involved in environmental, engineering and socio-economical consultancy worldwide. The headquarters is located in Lyngby, Denmark and COWI employs over 6,000 people spread across 13 offices in Denmark alone. COWI employs highly educated people, typically engineers, biologists, geologists, economists, surveyors, anthropologists, sociologists and architects (COWI, 2011). In 2010, COWI presented revenues of just under DKK 4.5 billion.

The COWI Group is divided into four regions: Denmark, Sweden, Norway, the Gulf plus a major business line, Bridge, Tunnel and Marine Structures. COWI has nine managerial levels within the group, from junior engineers up to senior management. The company has a vision of being the leading consultancy firm in its chosen regions and a mission to create value for its customers, employees and organization. The COWI business model is to locally offer total package solutions, while globally offering tailor-made solutions based on carefully chosen specialist skills. The strategy going forward for the Group is to pool all knowledge in order to be able to offer total solutions across four selected business areas: transport, water, energy and healthcare.

COWI faces various challenges. Like many other companies in the wake of the financial crisis, COWI is highly watchful of the bottom line. Furthermore, it is focused on being able to change quickly enough to suit the increasingly competitive market conditions within the engineering consultancy business (C1, 231-237). This increased level of competition in the industry has been visible in the aftermath of the financial crisis and has also resulted in COWI today having to “sell” its employees to customers for less than it could 10 years ago (C2, 326-333). Alongside this, wages have risen which means that COWI has to optimize its business model in order to stay competitive. There is, therefore, a need to use resources in the most
efficient manner (C2, 372-392; C3, 271-275). This can be a complex issue as a knowledge-based firm almost has as many different leadership styles as employees (C1, 44-46).

COWI’s product is essentially knowledge and therefore being able to get the most out of this product in the most cost-efficient way is the key area of focus in the organization. This creates an interesting dimension to the leadership culture at COWI, as it is in fact the employees who own the product. In COWI, employees are motivated as much by their field of expertise, the technical development and working on interesting projects as they are by monetary rewards (C3, 87-90). This means that the legitimization of leaders is constantly up for negotiation (C1, 54-57). At the same time, COWI has a high seniority. This poses a threat since those employees who hold knowledge and have the ability to win projects are about to retire (C2, 389-392). This also falls in line with the major challenge going of COWI going forward, i.e. the ability to be competitive when seeking to win new projects (C3, 266-270).

Finally, due to its global presence, COWI is exposed to threats such as war and environmental disasters which can harm its business in the short term. This ultimately creates an issue of whether COWI can sustain its ability to compete in the global market (C1, 554-60).

**ISS Facility Services A/S**

ISS Facility Services A/S is the largest facility services firm in Denmark with over 11,000 employees. The firm contracts with both private and public sector companies providing such services as cleaning, catering and property management (ISS, 2011). The company is the Danish subsidiary of the ISS A/S Group, one of the world’s largest Facility Services companies. The Group employs approximately 520,000 employees, operates in over 50 countries worldwide, and in 2010 the Group revenue surpassed DKK 70 billion. The core concept of ISS Facility Services A/S is to enable its customers to focus on its own core businesses by being able to handle all service and support functions in a total package solution, thus taking all non-core activities off the customer’s hands. ISS stresses that its solutions are tailor-made and are created through strong partnerships between itself and its customers.

ISS has a clear approach to maintaining its image toward customers and general society, by expressing clear values of its desired business conduct. It has five levels within the
corporation, spanning from the cleaning staff and up to the board of directors, but is keen to emphasize the alignment and red thread which runs through the organization. This can be explicitly seen through the recently created nine leadership principles: 1) Putting the customer first, 2) A desire to create results, 3) Encourage change and new thinking, 4) Treat everyone with respect, 5) Leading by doing, 6) Leading through unity, 7) Growing themselves and their employees, 8) Teamwork lays the foundation for results, 9) Acting as one company with common values, one brand and one strategy.

ISS is extremely customer and results-oriented and is unique in the sense that the contracts between the company and its customers are based on ISS employees, such as level 5 workers and level 4 managers, having their daily work lives at the physical location of their customers, e.g. office buildings, schools, hospitals.

A large focus for ISS exists in maintaining customer satisfaction and ensuring that it stays within the designated budgets (I2, 365-371). The facility services market has become increasingly pressurized and competition has increased as a result of the global financial crisis (I3, 173-181; I1, 299-304). The prices are being squeezed and customers expect ever-cheaper solutions. This means that the only area ISS can cut costs is within its leadership resources (I1, 300-304). Another challenge develops in this scenario with respect to handling resources. ISS has to ensure that its workers are treated according to labour union standards whilst remaining competitive. This balancing of employee satisfaction alongside economic results and customer satisfaction is a major area of focus for the ISS management.

ISS is characterized by a large sense of autonomy. Level 5 employees work at their customers’ locations and work at shifting hours of the day and historically, level 3 and 4 managers handle their own specific contracts with the main control parameter being economic performance. The attempt to create a more stringent framework and standardization of work conduct has presented ISS with organizational difficulties over the past few years (I1, 309-324.) This can be due to the fact that level 4 and 5 employees are focused on operations, and due to their limited academic background fall short when it comes to taking on board complex, strategic issues. However, ISS is attempting to improve its ability to promote lower level managers further up the organization, as it finds itself hiring too many higher level business managers from the outside. This is detrimental to ISS as there is a fear that the current culture will be lost (I1, 220-229).
Nomeco

Nomeco is Denmark's largest pharmaceutical wholesaler and an international competency centre for the pharmaceutical industry. Since 1998 Nomeco has been a wholly owned subsidiary of the Finnish company Tamro, which again is a wholly owned subsidiary of the German group, Phoenix, which is the world’s fifth largest pharmaceutical wholesaler (Nomeco, 2011a).

Nomeco consists of two separate business areas: the Pharmacy Division and Nomeco HealthCare Logistics. The former is responsible for distributing medicines to pharmacies. Nomeco’s Pharmacy Division is the dominant market leader on the Danish market with a 70% market share and only one serious competitor (Nomeco, About us, 2011a). The company has close contact with its customers and focuses on building tight connections with them. Nomeco not only distributes medicines to the pharmacies but also takes care of the planning and logistics for them. The other business area, Nomeco HealthCare Logistics, is a third-party wholesaler aimed towards the pharmaceutical industry. It stores and sells pharmaceutical products on behalf of big pharmaceutical companies to hospitals in an outside Denmark among others. One of HealthCare Logistics’ big customers is actually Nomeco itself as it uses its aforementioned Pharmacy Division as its distributor (Nomeco, About us, 2011a).

Nomeco employs 530 full-time-equivalents but has 720 employees in total. A little more than half of these are blue collar workers employed in operations, e.g. storage workers and drivers. The other half belongs to the administration, development, HR, etc. This means that the business managers in Nomeco need to be able to manage both highly skilled, academic labour and low skilled, hourly waged labour. The managers in Nomeco are taught different aspects of leadership through internal training modules that were initiated a couple of years ago (M1, 64-67). The values are, among others, respect, creation of value and credibility (Nomeco, 2011b).

Nomeco faces clear challenges to its future. It earns a fixed percentage of the medicine prices, over which it has no influence. The only thing the company can do is, therefore, to limit its costs and heighten the quality of its services (M1, 289-294). Furthermore, legislation can alter market conditions meaning that Nomeco can from one day to the other face new challenges. In addition, the large medicine manufacturers are currently pondering on bringing
in direct-to-pharmacy delivery. This threatens the core business of Nomeco as a middle man (M2, 366-372) and means that Nomeco must always be prepared.

With regards to employee retention, Nomeco is in many cases seen as a portal to the pharmaceutical industry, as many employees have used the company as a stepping stone to go further into the industry. Nomeco is concerned with the amount of silent knowledge which is leaving the organization and uses many resources in order to bring down employee turnover. Nomeco cannot present the same wage levels as the big players in the pharmaceutical industry and is not able to offer the same career development (M3, 491-495). Therefore, bringing down employee turnover demands continuous negotiations between the individual employee and the organization in order to crate mutual satisfaction.

**Nordea**

Nordea is the result of a merger in 2001 between four major Nordic banks\(^1\). With over 11 million customers and around 36,500 employees the bank is the largest financial services group in Northern Europe with a market capitalisation of approximately DKK 240 billion (Nordea, Facts and figures, 2011a). Subsequent mergers and takeovers have further established Nordea as an important player in Estonia, Latvia, Lithuania, Poland and Russia. In a Danish context, the bank enjoys a good public reputation, which can be seen as a result of its strategy of risk-aversion prior to the financial crisis.

With around 1,400 branches in total the bank is widely spread out over many countries and cultures. In order to overcome this, the bank has adopted a common set of values based on the slogan, *Making it possible*, that were to unite the different countries and units: 1) Great customer experiences, 2) It’s all about people and 3) One Nordea Team (Nordea, 2011b).

Nordea has a self-professed open culture where everyone is equal (N3, 209-210). Furthermore, the bank provides guidelines and establishes common processes for its employees. These are in place to unite and align its actions across the organization (N2, 128-130) and to give some room for manoeuvre.

The bank puts emphasis on the issue leadership and on developing its leaders. Nordea offers training to its leaders on different levels with different purposes, e.g. courses aimed at

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\(^1\) Nordbanken in Sweden, Merita Bank in Finland, Unibank in Denmark and Christiania Bank og Kreditkasse in Norway
potential leaders, new leaders and experienced leaders (Nordea, 2011c). Additionally, Nordea is currently in the process of downsizing all its branches so that each branch manager will only be responsible for 12 employees. This has been found to be the optimal number of subordinates for a manager in Nordea’s branches (N2, 19-22).

Finally, Nordea has a number of challenges pertaining to what is called the new normal in the banking industry. This refers to new and stricter rules on liquidity and equity ratios, which not only impacts Nordea on the whole but also demands a lot from its leaders and their training. Whereas it was formerly necessary to have only 4% solidity it is now required for banks to have up to 10%. This demands a whole new strategy and diligence of the banking industry. It means that banks must place even larger focus on who they lend money to and, in general, that they must understand that there are new rules to the game (N2, 309-321).
The analysis is made up of five parts. The first part discusses the development towards the new leadership genre in the four interviewed companies. The subsequent four parts each relate to one of the formulated hypotheses. Each part is ended off with a short summary.

The Development towards the New Leadership Genre

As mentioned, leadership theory has evolved significantly over the past decades. The new leadership genre has been described as a move away from traditional bureaucratic management towards emotional attachment between leaders and followers. It is about formulating visions and aligning everyone to look in the same direction. Burns (1978) described it as a movement toward leadership theory being concerned with taking the moral high road and with creating synergy through emotional attachment. Bass (1998) further developed this by identifying that a larger emphasis is being placed upon establishing a convergence between the values of followers and their leaders. Ewa Eskildsen, HR Director at Nomeco expressed a similar view on the leadership development in Nomeco in recent years:

I think we have moved from practicing more old fashioned management towards practicing leadership today. Well, what’s the difference? It is that it is more motivating to practice leadership than management; meaning this separation between “you can pull a horse to the trough but you can’t force it to drink”. (M1, 232-236)

This presents a perspective of contemporary leadership, which is contrary to the traditional management approach; i.e. being directive and commanding. Rather it is about leaders creating an environment where employees take responsibility and feel motivated to actually carry out the tasks themselves. This is line with Couto’s (2002, p. 96) understanding that genuine transformational leadership is socialized due to the fact that it aligns the values of both the leaders and the followers. It is exactly this emotional negotiation which lays the
The New Leadership Genre

foundation for the new leadership genre to be implemented. Zaleznik (1978) also discussed this by using the concept of emotional interchange. This concept is essentially about breaking the formal barriers between leaders and followers and encouraging employees to put forward open challenges toward their leaders. This view depends on leaders advocating such an environment where the status quo can be contested and where the traditional command management approach can be avoided. Peter Kastberg, Operations Manager at Nomeco expressed that in the past there had been a tendency for leaders to be overly commanding but that going forward leaders had to be more supportive and act as role models:

*I mean people that have been leaders forever who think they are fantastic leaders, which they were – in the 60s. That’s just not what we do anymore. (...) I mean if you don’t walk in the front no-one will follow.* (M2, 172-181)

Contextual Influences

The fact that the business managers are able to express specific implications of this change gives an impression that the development towards the new leadership genre is visible. This change can be said to have had some roots inside the organizations but even as important is the influence of external factors. Goleman (2000) argued that a directive leadership style has effects on the organization’s working environment. He stated that top-down decision making from leaders hinders the amount of flexibility available to followers. Furthermore, he highlighted that the coaching and democratic leadership styles also affected the ability for employees to take responsibility for themselves in a positive direction (ibid., p. 81).

Such a change can, as mentioned, be due to external phenomena. For example, when new people enter an organization, they disseminate new knowledge of and expectations to leadership. In addition to this, factors such as leadership styles of competitors, external training courses and changes in leadership discourse all influence the development towards the new leadership genre. This was evident in COWI that was going through a phase of rejuvenation of its management teams. It was indicated that the younger leaders coming in to COWI had affected the company leadership culture (C3, 394-397). This was also the case in Nomeco where the internal leadership culture was already undergoing a transformation in the way leadership was discussed. This was then further galvanized by factors outside of the organization:
We’ve gone from the whole operations environment being very influenced by the management approach with: “this task has to be done and the result has to be this. Do it!” to today, being: “take initiative, try to work in self-managing teams, take responsibility for your results and take initiatives to improvements, etc.” (...) And this is also due to the leaders being more aware of the fact that there is a reward for doing it this way and they become aware that it can be done in line with new leaders coming in that bring new approaches to the table. And it’s a combination of internal blood with a lot of professional knowledge and something external which brings new inspiration. (M1, 238-249)

This indicates an understanding that leadership is not confined only to the leader and how he acts, but also to how employees embrace leadership themselves. This is in line with Burn’s (1978) notion that the new form of leadership creates a shared cause among all actors, which lays the foundation for creating higher value. Business managers, it could therefore be argued, no longer solely focus on how followers should behave and execute their tasks, but more on guiding the followers in the right direction: “We don’t have to walk in line, but should hopefully walk in the same direction,” as one business manager in Nordea expressed (N3, 359).

This also includes an understanding that people are different, and in order to guide them, leaders must consider context. This involves acknowledging that a good decision today may not necessarily be a good decision tomorrow. While one business manager at Nordea mentioned how he saw this as a difficult but also an exciting challenge (N3, 275-279), another business manager at COWI expressed his frustration with how complex leadership can be and even joked about painting his office floor with different circles so that his employees could show him what leadership style they wanted him to apply whenever they wanted to speak with him (C3, 170-175).

Therefore, when neglecting to appreciate differences one will fail to take in all aspects of the leadership role, which leaves out the element of context in the leadership triangle. Instead, being a successful leader in today’s business world means adopting a nuanced and multidimensional approach to business management. This highlights how leadership is in no way straightforward and also supports the discussion of choosing the right people for leadership positions.

This complexity was also discussed by Ivan Christensen, Nordea who referred to the famous saying by Abraham Maslow that “If the only tool you have is a hammer, all problems
look like nails” (N3, 90-91). This brings to light an interesting dimension; namely that management alone cannot handle the complexity of today’s business challenges. Although it has been argued that the new leadership genre is better suited to handling this complexity, the importance of context means that business managers need to balance leadership styles between individual employees and individual situations. Following Maslow’s saying, by having a broad toolkit at your disposal, your ability to differentiate between problems and find solutions increases. Peter Schütze, Head of Nordic Banking at Nordea further elaborated on the importance of possessing a breadth of abilities and included the influence of time and trends in leadership:

*Trend-wise there is a fluctuation between a leader being a generalist and a specialist. And there are periods where you say that the best leader is in fact someone who doesn’t know much about the substance but is good at people management and the bigger picture. And then there are periods where it is emphasized how important it is to know the business and to have big ambitions. It changes. (...) It’s probably because the truth is that if you want to be a leader and do well, then you have to have both parts in some capacity.* (N2, 249-255)

The Inclusion of Followership

The fact that followers have been brought into the leadership debate and the creation of such concepts as the leadership triangle makes for a more intricate view of leadership. Meindl (1993) stated that social psychology has a comparative advantage when it comes to leadership theory as it presents the opportunity for a deeper understanding of the complexities of the relationship between leaders and followers. He further suggested that conventional leadership placed too much focus on leaders and their personal characteristics and too little on followers and situations (ibid., p. 93). In general this push for a more follower-centred approach to leadership was claimed to enable leaders to be better equipped with an understanding of the relations between employees and leaders within groups. It can be thus argued that the exclusive focus on the leader has been replaced by a more balanced understanding of the interconnectedness of leaders and followers, and today, some are even calling for leadership to be understood specifically from the followers’ point of view. This enhanced psychological perspective to leadership is seemingly also evident in contemporary business management. Ivan Christensen, Manager of Project Managers at Nordea confirmed this perspective when discussing the network of relationships between actors within an organization, by stating that things become more complex when dealing with people, which is also what makes leadership
important (N3, 2-4). This viewpoint is closely linked with Meindl (1993). If this radical social psychological approach is important for the scope of leadership, it therefore becomes important for a leader to understand the dynamics of human nature and how people operate in teams. Obtaining follower support is vital on both an individual and a group level. The psychological perspective on leadership presents opportunities for a leader to have followers attached to a vision but also complicates the leadership process. Helle Rasmussen, HR Director at COWI elaborated:

*It’s not so straightforward to be a leader. To be a leader also means utilizing the other leadership elements in a department. It’s not something you should stand alone with, but to be able to make your leadership team work and get followership and manage the large projects is a big task. (...) Then you can call everything about getting followership on a daily basis from the individual, leadership. Making it all work.* (C1, 370-413)

This illustrates the need for business managers to acknowledge followers as an essential part of leadership. The fact that followers increasingly take responsibility and work in self-managing teams necessitates a change in how business managers must approach leadership.

**Increasing Intellectual Demography**

Another reason for including followership into the leadership debate is the fact that more and more Danish business are relying on service, knowledge and innovation and have moved away from production. This shift has changed the educational demographics of the employees, which was also evident in the companies we spoke to. The companies acknowledged how this shift had impacted their approach to leadership as employees had changed from only using their “hands and feet” to using their “heads” (M2, 533-535; M3, 112-114; N3, 394-395). This change from manual to intellectual labour calls for business managers that are able to facilitate more demanding employees. It also questions whether the *bureaucratic-transactional-management approach* (Antonakis & House, 2002, p. 7) is enough to deal with the new and more intricate aspects of modern business such as cross-organizational innovation. Nomeco has seen a clear shift from being strictly an operations company to also being a thinking organization. The effects of this were elaborated by its Market Development Manager, Kasper Lund-Jacobsen:

*So there’s a constant focus on developing new concepts that can add to the core business and that also means that we have gotten a new academic profile into the*
company. So that demands more leadership development, more courses, more similar leadership (...) But due to the fact that we have gone from being “heavy in the legs” to “heavy in the head” it is clear that this change demands a different leadership style. (...) So all these things have meant that we have less blue collar workers and more theoreticians in the company. That demands a natural change in leadership style. (M3, 115-132)

Thus, such a change calls for a change in leadership since the inclusion of the “modern employee” ultimately will affect the entire nature of an organization. Within leadership theory, Goleman (2000) argued that affiliative, coaching and democratic leadership styles improved the working climate within organizations, whereas directive approaches such as the coercive, authoritative and pacesetting styles had negative impacts. Furthermore, Goleman (2000, p. 81) concluded that the leadership styles which improved the organizational climate were actually also able to deliver better financial performances. This leads to the understanding that leaders must be able to see past their short-term goals and that the ability to improve working environments demands more than a directive approach. This change in leadership style demands more dialogue and openness in the sense that it requires the ability to balance the flow of ideas with the capacity to identify the best solutions. In essence, the Danish business culture has become more conceptualized and demands leaders who can take into account the individual employees while keeping sight of the overall organization. Ivan Christensen, Manager of Project Managers, supported the notion that directive management falls short when dealing with creative business processes:

*But it’s also an exercise of cooperation for the entire organization where management in particular doesn’t have any justification since you are on new territory (...) So it gets a bit harder to give out directives because it’s hard [for employees] to be creative on command. (N3, 51-59)*

Naturally, this change has had a direct effect on the composition of business managers in organizations. In particular managers with personnel/staff responsibility have had to adopt new sets of leadership values. It is increasingly so that those managers who have not been able to conform to these new ideals are being phased out of the organizations as was seen in COWI:

*The managers of the “old guard” who might not have been able to adjust are no longer managers or they have been dismissed, right? So among those with personnel responsibility changes have happened. (C2, 129-131)*
It is thereby clear that a change has occurred regarding what values are attributed towards good leadership. It was also seen in ISS that business managers that continue to adhere to the more traditional management value sets increasingly found themselves unable to function in today’s organizations:

*Some of [the business managers] have difficulties stepping out of that economics role, but they have also seen what happens if they don’t deliver you could say. But (...) they have also been replaced.* (I1, 402-404)

**Hypothesis 1: New Parameters for Training and Evaluation of Leaders**

This section will focus on the drivers behind the leadership practices within the four organizations. This entails which values they base their leadership appraisal on and how this reflects and communicates certain principles of good leadership throughout the organizations. Specifically, an attempt is made to understand whether the organizations have put certain drivers in place which enable the more emotional leadership styles to be embedded, e.g. training programmes and surveys. Based on this, this section will examine the following hypothesis:

*Organizations are changing their training methods and evaluation parameters of their leaders to enable the use of more emotional leadership styles.*

**The Balanced Business Triangle**

ISS and Nordea have historically been highly focused on economic performance, but have now seemingly come to the conclusion that economic focus alone is not a sustainable parameter for successful leadership. Instead they have adopted a more nuanced view on leadership that also includes the parameters of customer and employee satisfaction. This relationship will be referred to as the *Balanced Business Triangle* (see Figure 2) and was supported empirically by five out of six interviewees in the two companies (e.g. N1, 262-263).
Figure 2: The Balanced Business Triangle

This approach is theoretically supported by Waldman and Javidan’s (2002) notion that charismatic leadership, i.e. the ability to put forward visions and missions and the ability to empower followers to meet these visions is a key part of successful strategic leadership. The idea here is that employee satisfaction is created through the provision of meaning and showing trust and integrity toward followers. They claim that leadership is too often viewed at the micro level by focusing on how to meet short term obstacles and is too concerned with immediate financial targets. Instead, they assert that by empowering followers, leaders can galvanize firm performance, through employee satisfaction. It could thus be argued that the balanced business triangle should be exactly that, balanced, as it creates a positive upwards spiral. Satisfied employees will create enhanced customer satisfaction, which in turn will create better financial performance.

Nordea proved an interesting insight into this topic. A bank is by definition an organization which places much emphasis on economic performance and results. Alongside this it must adjust to a post-financial crisis environment with stricter rules and more governmental regulations on the liquidity and equity levels. These factors might indicate a situation where the abovementioned business triangle would be skewed toward economic performance. However, Nordea portrayed that leadership is not solely an economic exercise but that there are more layers. This was backed up by Peter Schütze, Head of Nordic Banking, who confirmed that the company uses a balanced scorecard model where customer satisfaction, employee satisfaction and economic results are all highly weighted (N2, 152-154).
ISS is a similarly results-oriented business with performance being a part of its corporate values and expressed leadership principles. Business managers in the company are required to update and hand in annual reports on a monthly basis to senior management. This also means that in the last week of each month business managers are nearly impossible to reach as they are busy doing accounts and financial statements (I1, 132-134). Historically this has meant that a business manager is viewed as a successful leader as long as he delivers financially. Recently, however, as in the case of Nordea, there has been a shift in the parameters on which successful leaders are measured as Susanne Rønskov Hermann, HR manager at ISS explained:

We have a new managing director now who clearly states that it is not accepted just to create results if you do it on the basis of unacceptable methods of leadership. So that isn’t respected anymore. (...) So economy is the basis but you can’t live off that alone anymore and that is a massive change in the approach to leadership that has happened. (...) I mean leadership is discussed in a completely different way than we have been used to. (I1, 145-157)

While it thus seems that the softer factors of employee and customer satisfaction are growing in importance, the three should not be viewed in isolation. Instead it is argued that they are interlinked in the sense that a positive result in one factor can spill over to create positive results in the other factors as well. Conversely, the same goes for a negative relationship, for example, if the employees feel the fear of cost cutting or losing their jobs, it could affect their performance and thus ultimately worsen the company’s overall performance. It is, therefore, a vital issue for leaders to be able to understand the intricate balance between customers, employees and performance. It is about the leader understanding how these factors are interlinked and ultimately about getting the balance right in order to create the highest level of synergy.

Ivan Christensen, Nordea, clearly shows an understanding of this by accepting that although the balance may not be an equally weighted relationship, the successful balancing act can create a positive upwards spiral (N3, 500-505). Allio (2009) supports this in his evaluation of the shift in leadership. Allio claims that good leaders must collaborate with such agents as customers and followers and manage potential conflicts of interest. This is furthered by the notion that due to the increased availability of information, followers no longer blindly trust leaders to lead, which supports the necessity for leaders to empower followers by being “humanistic and self-effacing, thus enabling a co-creation of customer value” (ibid., p. 7).
Despite the recent focus on the importance of the Balanced Business Triangle, the balancing act remains a dilemma for business managers; especially in financially focused organizations such as Nordea and ISS. The softer focus of employee and customer satisfaction obviously has a rightful relevance within business management. However, at the end of the day, economic performance is the basis for a company's survival which adds to the complexity of the Balanced Business Triangle as backed by Niels Gregers Hansen, HR Director at Nordea:

*So maybe those who still deliver exceptionally on the bottom line have a bit more rope that if they only delivered on employee satisfaction. (...) We can’t live off philanthropy, can we? But no doubt about the fact that all three factors weigh extremely high. (NI, 286-291)*

Specifically what is interesting here is that economic performance can be seen in two ways. The more old-fashioned approach to economic performance was to simply have strong accounting skills. However, the new approach is to create superior economic performance by gaining employee support. This viewpoint is supported by ISS in the sense that the company is financially driven whilst its production capacity is made up of human beings (I1, 355-357). What seems important from a leadership point of view is the shift away from the accounting occupied manager who is purely focused on results to the more holistically considerate manager:

*Do you deliver your economic results on the background of getting your employees with you or are you cutting down in places where it might not be appropriate – seen from a leadership point of view? (I1, 138-141)*

New Parameters for Evaluating and Promoting Leaders

The new values for leadership in today’s organizations have also influenced the promotion process of business managers as well as the corporate succession planning in organizations. Increasingly employees are selected for managerial positions not based on their talent within a specific field of work, but rather because they are deemed to live up to a set of pre-described leadership criteria.

In 1989 Kanter argued that the traditional, bureaucratic career view was beginning to vanish. This view was characterized by “the logic of advancement [and involved] a sequence of positions in a formally defined hierarchy of other positions” (p. 509). Today, there is an emerging consensus that fundamental changes are happening in the organization and structure
Analysis of people’s working lives and environments, which ultimately has an impact on the perceptions and experiences of career as a concept (Redman & Wilkinson, 2009, p. 320). Career progression no longer only has to do with moving upwards in the organization, but can also mean moving sideways. Some scholars have even coined the term *boundaryless career* meaning that careers become less dependent on a single organization and, instead, are more in the hands of the individual employees (Arthur & Rousseau, 1996).

This development away from the traditional view of career as hierarchical advancement has meant that companies are increasingly implementing additional career development tracks. An example of this is COWI. Whereas the company used to only have line management as a career path, it recently became clear to the company that not everyone should or ought to follow the same paths. Therefore, COWI today has four tracks for respectively line managers, project managers, specialists and section managers (C1, 313). This shows a concerted effort not only to fit the right people into the right boxes, but also to communicate that becoming a leader is not necessarily the only way up in an organization and that leadership is not the only reward for a successful job effort. By doing so a leadership culture may be established. This makes it easier for business managers to express a vision and to ensure that employees are better suited and willing to attach to that vision.

The attempt to establish this common leadership culture also involves identifying the right people for leadership positions. The companies we interviewed all stated that, previously, leadership positions were given as a reward for successful task fulfilment or professional competence. In recent years, however, senior management has placed a larger focus on promoting business managers based on leadership talent. VP at COWI, Thomas Dahlgren highlighted this:

*It used to be the way that you took the best technician and then he was supposed to be the leader because he was the best at it [technique]. And then it was found out that, whoops, that maybe wasn’t the smartest thing to do.* (C3, 31-33)

Furthermore, by making a field specialist into a leader, problems may arise. Being a good specialist does not necessarily mean that one will become a good leader. If the specialist does not possess leadership skills you end up with getting a bad leader and losing a good specialist. This concern was frequently noted during our interviews and remains a hot leadership issue (M3, 469-472; N3, 452-456). It was further added from the other VP in COWI, Henrik Winther that the company now openly addresses the issue about the required competences for
becoming a leader and that it has become more legitimate to reject someone on the reason that he/she lacks people management skills (C2, 241-43).

The usefulness of this approach is also confirmed by Charan et al.’s (2001) concept of the Leadership pipeline or Pipeline model of leadership development. The framework defines the crucial skills needed in order to make successful management transitions from the bottom to the top of an organization. The framework defines six management transitions with the first going from managing oneself to managing others, and the last going from group manager to enterprise manager. Each transition involves major changes in job requirements, skills and work values. Brousseau et al. (2006) studied the importance of transition points and found that the most successful managers reach and pass transition points earlier in their careers than their peers. It is, therefore, not only about identifying potentials with the right skills but also about identifying the biggest talents.

The search for talents is in general a big topic in today’s business society. An article in Berlingske Nyhedsmagasin stated that almost 50% of the 1000 biggest Danish companies had an organized talent programme installed (Vestergård, 2011). It was also noted that at the moment, companies had investment in human capital as one of their top priorities.

ISS

ISS has also taken notice of this challenge and has decided to make a concerted effort in identifying the best candidates for leadership positions in its organization. It was noted by the HR manager how especially the level 3 and level 2 managers had to be really capable leaders. The company previously allowed contract managers at level 4 to advance because they possessed superior knowledge within an aspect of facility management. Now, however, ISS has realized that what is actually needed are business managers who think more strategically, are more academic, can have a good dialogue with the customers and know about the finances (I1, 437-444). The company uses a so-called HR-Index to evaluate its leaders. This includes educational background, employee turnover, sickness absence, employee development dialogues and employee satisfaction.

This HR-Index can be seen as a driver for a desired leadership approach in the sense that it communicates across the organization the values which are seen as constituting good leadership. In this case it is seen through an increased awareness of how business managers are encouraged to lead more conceptually and are able to strengthen communication with
subordinates. This can be analyzed in more depth by looking at ISS’s *Employee Engagement Survey* (see Appendix 2). This survey is conducted yearly based on approximately 30 statements where the employees are asked to evaluate their direct leader and the organization itself by marking the extent to which they agree with the individual statements. The scale consists of five answering options, which goes from strongly disagree to strongly agree. In 2010, the score for the organization was 4.3 which means that the employees rated their satisfaction between agree and strongly agree. The 30 statements can give an indication as to what parameters on which ISS evaluate its leaders and furthermore whether any of these statements are in line with the new leadership genre. From looking at these statements, the employees are asked to consider how well they are motivated to perform and to what extent their manager listens and encourages them. Furthermore, the employees are encouraged to comment on the level of respect within teams and whether their wellbeing is being attended to. These statements are linked to the new leadership genre in the sense that focus is being put on the managers’ abilities to:

- treat and listen to employees individually,
- motivate employees to perform outside and above their designated work tasks,
- encourage autonomy and
- stimulate employees to come up with new ways of doing things.

At the same time, many of the statements are linked to traditional management and the ability for managers to give employees the necessary tools to perform their jobs. Although we do not have the responses to the individual statements, the fact that some statements include aspects of emotional leadership indicates that there are signs of the new leadership genre within the evaluation of leaders in ISS.

It can be argued that these statements go towards altering how leaders conduct and understand good leadership. The ability to appreciate employees individually and to encourage autonomy can increase awareness among business managers across the organization on new leadership principles. In this sense it seems that ISS is implementing new approaches to leadership evaluation which can act as catalysts for a change in its leadership.

**Nordea**

The same change is leadership appraisal was noted in Nordea. The company employs an evaluation model for employee satisfaction which is based on the European Satisfaction Index
The New Leadership Genre

(ESI). This index attempts to provide a standardized and measurable evaluation of leader performance as well as general employee satisfaction and loyalty (see Appendix 3). From looking at the index, it again seems that the new leadership principles are acknowledged as values which the company wishes to promote. This index is conducted across the organization and helps to create attention among business managers of the desired leadership values.

Nordea has expressed five leader competences: 1) creating vision, clarity and meaning, 2) show decisiveness, 3) focusing on customers, 4) coaching and communicating and 5) working in teams and cooperation. Based on these, employees are given a questionnaire with around 180 statements. The answers are then put into the ESI model and results are generated for employee satisfaction and loyalty. Furthermore, an evaluation takes place as to how much employees understand and live the values of One Nordea team and It’s all about people.

Looking specifically at the statements, again signs of the new leadership genre can be seen. Employees are encouraged to rate their leaders based on the latter’s ability to:

- communicate Nordea’s vision and strategy,
- create convergence between individual job tasks and the organizational strategy,
- clarify the relationship between employees’ work and its influence on customers and
- support individual initiatives and the seeking of new perspectives.

The transformational leadership concept of intellectual stimulation is clear is the latter statement and seemingly Nordea places value on leaders being able to encourage their employees to go beyond their designated tasks. Furthermore, the ability to communicate visions and ensure that these are shared and accepted by employees is also included. Both of these notions are key concepts within the theory of the new leadership genre and the fact that these statements are part of the employee satisfaction index points towards the new leadership genre increasingly being part of leadership evaluation.

Nomeco

In Nomeco, an employee satisfaction survey is conducted yearly and again measures the relationship between the employees, their direct manager and the organization itself (see Appendix 4). This survey has only been in use for three years and it was claimed that it was introduced in order to communicate new values across the organization. These surveys can be seen as an internal tool for promoting leadership principles and especially in Nomeco, due to
the infancy of the surveys, their ability to shape leadership approaches in the company makes the evaluation surveys an important driver for more emotional leadership to be practiced. With regards to their direct managers, the employees are encouraged to comment on the following statements that their manager is able to:

- act as a good role model and a good example,
- set clear goals and support my personal development,
- set clear goals for the group,
- is open for new ideas and suggestions,
- inspire improvements and innovation and
- motivate me to achieve my best.

The HR Director at Nomeco stated that the survey results have improved year on year in the three years they have been conducted. As can be seen from the results in Appendix 4, the average of the 2009 survey was approximately 3.8 out of 5 highlighting that the employees overall agreed on the statements of their manager’s abilities. In 2010 the average increased to 3.9. All in all, the statements which resemble the theoretical notions of the new leadership genre are generally rated positively. The ability to act as role models and especially the ability to care and have focus on the wellbeing of the employees scored highly, thus indicating that business managers at Nomeco show signs of leadership behaviour that resemble emotional leadership.

The evaluation statements of the three companies could be argued to be generic and possibly biased. It is not known precisely what Nomeco, ISS and Nordea are intending to measure with these statements, nor what their background is and how they are compiled.

However, these statements can be seen as having links to the theories of the new leadership genre. A common thread between all three companies is the statements on the business managers being able to inspire and motivate employees to seek new perspectives themselves. The ability to act as a role model and walk in front is also discussed in the ideals of both the charismatic and the transformational leader. The concern for the individual employee, the desire to urge employees to seek new perspectives and challenge the status quo resembles the notions of transformational leadership behaviour. It can thus be argued that signs of the new leadership genre are visible from looking at the leadership evaluations in the three companies.
Overall, processes such as career tracks and evaluation surveys can help to steer an organization toward its desired leadership culture. By monitoring the surveys year on year, an organization can spot tendencies and act accordingly. Although these surveys cannot be claimed to represent the absolute truth, they can provide indicators and illustrations of leadership behaviour throughout an organization. Another driver for this is leadership training programmes which can help to create a common language of leadership.

Leadership Training Programmes
Creating a common leader type is difficult as leaders will always understand situations from their unique leadership perspective. Despite this, training programmes are in place to reduce the differences between individual leaders in an organization. For example, the nine leadership principles of ISS have laid the foundation for its training programmes, which exemplifies how it is attempting to create unity between the desired leadership culture and the individual ISS leader. Nevertheless, there is a difference between the desired and actual culture.

Training programmes were evident in all four organizations due to their acknowledgement that technical training and knowledge was no longer sufficient to create a sustainable development of good leaders. Instead the organizations have in recent years introduced their own leadership training programmes customized to suit their desired leadership cultures. Redman and Wilkinson (2009) highlight that training programmes serve to do more than just teaching skills. The signal values embedded in them can be used by organizations to relay messages to their employees. This gives organizations the opportunity to utilize training programmes in order to achieve specific objectives. As Redman and Wilkinson argue, the reason for the increase in softer training could be due to an organizational desire to indoctrinate certain values and ultimately to “foster a particular culture” (Redman & Wilkinson, 2009, p.119).

A look into the actual module descriptions and programmes and the parameters on which the interviewed companies evaluate leader performance adds another dimension as to how organizations support the implementation of new leadership principles.
ISS

ISS offers a *Service manager education* which has a large focus on filling the tool box for the company’s new leaders (see Appendix 2). The education is highly concerned with personal leadership, networking, motivating employees, understanding context, developing employees and creating a service culture. It is stated by the CEO how this programme exists to enhance these leaders’ autonomy and he explicitly endorses an open and relaxed environment for learning. The modules themselves are divided into what very much resembles the balanced business triangle, with the three major training areas being results, customers and employee motivation.

The service manager education contains a multitude of tools for new leaders at ISS. Firstly, the base is the company’s nine leadership principles but there is also a great focus on the balancing act a leader has to understand. Consequently ISS teaches its leaders to both be experts, managers and leaders. From a leadership point of view what is interesting is how ISS attempts to make leaders express organizational visions and missions. ISS states to its potential leaders that employee development and satisfaction are key focus areas for leaders in ISS. The training modules concerning the managing of employees are, therefore, geared towards techniques for motivation. These techniques include questioning techniques, feedback, planning for personal development dialogues, employee confrontation dialogues and employee evaluation dialogues.

The customer training modules are based on how to motivate employees when dealing with customers. Here techniques such as creating excellent service, handling complaints and motivating employees through incentives are on the agenda. Furthermore, they are taught how to create a service culture through the establishment of a reward environment among employees. It has to be said that these training programmes are aimed at employees with limited academic backgrounds who are being introduced to leadership for the first or second time. Therefore, it seems basic and simple and in actual fact borders more on management training than leadership training. The technique taught here is to motivate employees through rewards and exchanges which is the definition of traditional transactional leadership. One of ISS’s nine leadership principles is results. The training module for *Creating results* includes SMART goals, prioritizing, planning, the ability to say no and problem solving. Again this seems to be a rather pragmatic approach to leadership.
The one area where the new leadership genre seems to be most visible is in the final module called *Teams and Transformations*. In this module, techniques such as diversity, team roles, leadership training and the ability to finish projects are taught. Here the more psychological aspects are being taught and an attempt is made to educate lower-level leaders in understanding the dynamics of social relations.

In general the leadership training is all-round and teaches a width of techniques, thus in principle making it more broad than deep. Therefore, leadership and management are not mutually exclusive as they both constitute cornerstones of being a good business manager. The fact that the service manager education is aimed at lower-level employees does change this balance, however. Employees going from level 5 to level 4 are facility management staff with very little theoretical exposure to leadership and, therefore, the training is perhaps more hands-on than in other companies or higher up in the organization. As the HR Manager explained:

*...but we haven’t focused much on the leadership part, because we thought it was actually in place, but what we are seeing more and more is that things being communicated from the top, that is level 1, are already failing at level 2 because they have managed their own business and done it their own way (...) so a bit of a different type of education than we have had normally, or actually we haven’t had one at all, because it has been so individual, right? (I1, 68-96)*

Here, leadership training is not only being applied to enhance the individual leadership skills of its employees, but also to create unity among leaders in an attempt to create a uniform approach to leadership. This is a conscious decision from ISS, to create a leadership training programme which attempts to make people walk in the same direction (I1, 83-84). As stated, ISS is moving away from a completely results-oriented business towards including a larger focus on employees and customers. However, the employee and customer handling modules still resemble traditional management more than contemporary leadership. Motivation is still very much focused on rewards rather than on creating emotional attachments between the employees and the organization. This suggests that there is still some way for ISS to acknowledge that motivation as a technique is more than just economic rewards. Yet it could be argued that these aspects are discussed further up in the upper levels of the organization.
COWI

COWI has in recent years developed leadership principles and values. This has meant that the company can put words to what it desires and expects from up and coming leaders and also generates the opportunity to discard the more traditional business manager types. These principles and values create a common language which serves to align the understanding and practice of leadership. Henrik Winther, COWI confirmed this:

*We have learned different leadership tools and it’s the same tools that have been put into each of our tool boxes. So in terms of leadership we’ve received the same tools and thus also the same language. (C2, 71-73)*

Nordea

Looking at the training programmes at Nordea for potential and new leaders (see Appendix 3) it is interesting to see the difference between ISS and Nordea. The programme for the potential leaders is rather hands-on as the candidates usually have limited prior theoretical understanding of leadership. The values are clearly being expressed as well as the ability to be a coach, express values and visions and to be able to provide meaning for employees. Seemingly there is more exposure to the concept of contemporary leadership rather than traditional management compared to ISS.

With regards to the experienced leaders the focus is on how business results actually are improved when leaders are able to embrace the more intangible aspects of leadership, e.g. being authentic and creating clarity. An interesting observation is that one of the modules is concerned with tuning in personal ethics with that of others (e.g. followers) and the overall organization. Going back to Bass (1985), the ability to create convergence between values of followers and the organization represents one of the pillars of transformational leadership. As such, Nordea’s training programmes seem to have clear aspects of the new leadership genre.

Nomeco

Nomeco has a self-professed desire to use training programmes to obtain its desired leadership culture. The programme is only three years old and is based upon the organization’s proclaimed values. From the modules taught within the training programme emphasis is put towards the traditional management aspects such as employee dialogue, sickness absence, judicial practices and communication (see Appendix 4). Again, as in ISS, there is a mix of traditional management and contemporary leadership topics. Modules such
as value based leadership, communicating visions and transformational leadership are also taught. The evaluation of leaders at Nomeco is conducted similarly to ISS’s HR-Index where the direct effects of the training programmes are not measured, but are assumed to have an effect on the yearly employee satisfaction. The latter has increased every year since the programmes were initiated.

It can be seen from the training programmes that, firstly, many leaders in Nomeco manage warehouse workers and that this prompts certain managerial practices to be in place. Secondly, it is also visible that aspects of the new leadership genre are starting to come into the organization as more emphasis is being placed on values, transformation processes and the ability to create follower attachment. However, as with ISS there is still some distance to travel before the softer sides of leadership are fully acknowledged.

Creating Alignment
ISS and Nomeco, due to the nature of their industries and employees, focus their lower-level leadership training on more traditional management tools. Conversely, Nordea and COWI use much more conceptual frameworks in their leadership training. This could be due to the more academic demography of their employees. Nevertheless, in all four companies the values of leadership that were taught seemed to be related to the new leadership genre. They all have clear and formal structures in their leadership training, thus ensuring that they are able to create red threads throughout their organizations.

What, however, is interesting is the fact that Nomeco has been using business management training programmes for a much shorter period of time than for example COWI. The HR Director at Nomeco initiated the programmes shortly after she joined the organization three years ago. It is evident that such programmes were not evident prior to her arrival. This, alongside the nature of the organization being combined of academics and low-skilled labour leads to a mixed leadership culture in Nomeco. The training programmes are thus designed to create a common ground. This was backed up by Kasper Lund-Jakobsen, Market Development Manager:

*I think it’s great that they are trying to create a similar profile on everyone. And I think it’s cool that you invite all different types of people in. (...) I mean somehow I think it’s great that you take everyone in to a common forum and mix them. That you don’t sit in an operations organization. Often, we are quite “silo” when it*
comes to things, and here you are breaking down those silos all of a sudden. (M3, 358-402)

Issues when Implementing New Training Programmes

Grimshaw et al. (2002) argued that training is not always a good thing if it only reinforces disadvantages. A threat arises when training is implemented incorrectly as it could, for example, lead to lower-level leaders simply ending up moving horizontally across the organization. This is backed up by Grugulis and Vincent’s (2005) claim that the increase in softer skills in training programmes may lead to technical training being neglected. A balance must therefore be kept and a danger exists when certain training is taught to all employees, since it could disturb the messages the organization is trying to send out.

This problem is evident in all of the four companies. They clearly use their training programmes to create alignment between the business managers and the desired leadership culture as well as to develop a common language for the business managers in between. However, this works better in some contexts than others. In ISS and Nomeco, for example, there is a clear gap between white and blue collars. The lower-level leaders are predominantly promoted from the facility management staff or the warehouse respectively. Their leadership roles are highly focused towards operations management and are, in essence, more hands-on. The higher level leaders typically hold higher levels of education, need to have a more strategic scope and also practice leadership of leaders. This creates a gap between the high and low level leaders which could create difficulties when teaching the same leadership training programme to both groups.

Additionally, people will learn and understand these programmes differently depending on where view of the world, which poses a danger in ensuring that the desired leadership culture is created. For example, ISS is in the moment teaching the leadership of teams as one of its leadership principles. In the interview with Michael Staugaard, a level 4 leader in ISS it was evident that the learning he brought with him was interpreted in his own way:

What I find interesting, is to get such tools which I can use to work on my employees differently, instead of always doing things my way. (I2, 90-92)

Here it is clear that the leadership of teams programme was understood in relation to his team specifically. The programme would probably have been understood differently by a higher level leader. The HR Manager at ISS also discussed this:
A team will be very different if you go to level 4, then it will be “my own team”, it is them I have to protect, it’s my employees. Whereas when you talk about level 2, then they have to see teams both as the teams they have underneath them but they damn well also need to look across the organization. And that doesn’t exist at all at level 4. So it creates challenges to have similar leadership, but on the other hand, if level 2 doesn’t communicate it right then it already goes wrong there and then we’ll never get it down to level 4. And it’s just our challenge, in general, when we discuss leadership that there’s a long, long way from level 2 to level 5. (II, 103-111)

Training can, as Redman & Wilkinson (2009, p. 123) suggest, “serve as a social function”. Kinnie et al. (2000) highlighted that training programmes are increasingly centred on softer and more employee focused values. This was also supported by the study of modern training by Whiteways Research (1995). They found that much less effort is being put toward technical or repetitive tasks but instead a larger focus is placed upon training corporate values, integrity, self-awareness and self-promotion. This was also seen empirically in COWI as Helle Rasmussen, HR Director elaborated:

In our leadership programme we discuss leadership of organization and business, leadership of employees but also leadership of oneself as a leader. Those are the three cornerstones in our leadership development programme. (C1, 156-159)

Nevertheless, this approach by COWI, as well as Nomeco, to send all managers on the same leadership training programmes speaks against the concept of the leadership pipeline by Charan et al. (2001) where leaders at each level must learn different things. That these companies have chosen this approach might be due to economic reasons as it is expensive to make tailored programmes for each level. Still, the companies’ work within leadership training and leadership principles is an attempt to create a common language and ultimately a common culture, which is a step in the right direction.

Summary

In summary, it seems the four companies have certain drivers in place which facilitate the more emotional aspects of leadership to be prevalent. In ISS and Nordea it was expressed how the ability to possess strong accounting skills was no longer enough to be deemed a good leader. A much larger emphasis from top management was placed on leaders being able to balance financial performance with employee and customer satisfaction. Furthermore, it was argued that by balancing the three, financial performance could actually improve.
The more traditional approach of promoting leaders based on specialist skills have undergone rethinking in the four organizations. The parameters on which leaders are evaluated were seen to be more multidimensional as the singular and rigid line of promotion had been replaced by offering more varied career movements. In Nomeco, Nordea and ISS it was noted how they were acknowledging that good specialists were not necessarily good leaders and that allowing specialists to move up in the organization without giving them specific leadership roles was beneficial for both parties. In COWI it was stated how the company was now working with four career tracks to ensure that line managers with direct responsibility of personnel are those who exemplify the leadership abilities which correspond to the company’s desired leadership culture. By identifying what COWI sees as good leadership and using this as a leader evaluation parameter, the company has a process in place to ensure that employees going through the leadership pipeline can sustain and grow the company’s values of leadership. Furthermore, the employee satisfaction surveys pointed towards signs of the new leadership genre being visible. The statements used by organizations in the surveys included values closely linked to the theoretical approaches of the new leadership genre. The ratings from employees have year on year improvements which indicates a growing acknowledgement of their leaders’ inspirational and motivational efforts.

Finally, leadership training programmes provided an insight into how organizations can cater for emotional leadership to be implemented. The training programmes in all organizations were based on the values and leadership principles of the individual company, and were thus aimed at creating a common language and a red thread. At COWI and Nordea it was noted how many of the training modules taught leadership at a conceptual level with less classic managerial tools. However, the leadership training offered by ISS and Nomeco, specifically to lower-level leaders, proved to be made up predominantly of traditional management tools. Despite this, these programmes still included leading through values and the psychological aspects of leading in transition processes. Training programmes can thus be argued to have effects beyond merely what is taught at the seminars, as the nature of the programmes can communicate the desired leadership culture across the organization. Training programmes can act as a preliminary catalyst for the implementation of new approaches and in this case the new leadership genre.
Hypothesis 2: Transformational Leadership

This section will look into the concept of transformational leadership. This involves a study of the extent to which leaders pursue enhanced social relations and express emotional attachment in order to ensure follower attachment to organizational visions. By comparing the empirical data collected with the proposed theory an attempt will be made to test the following hypothesis:

Business managers show confidence in their followers in order to improve organizational coherence and performance.

Transformational leadership is about expressing visions with enthusiasm and optimism, aligning values, leading by example and empowering followers to achieve the vision (Yukl, 2002). This creates respect and trust with the followers who ultimately empower the leader (Stone et al., 2004, p. 352). Boal and Bryson (1988) claimed that transformational leaders improve employee performance and self-esteem and Kuhnert and Lewis (1987) highlighted that transformational leadership makes followers accomplish objectives they otherwise would not have chased.

Dumdum et al. (2002, p. 58) argued that the “new cohorts of employees have negative views of directive leadership”. This was supported by Peter Kastberg, Operations Manager at Nomeco. He described the modern employee as someone who wishes to take on responsibility, likes to be challenged and wants to have the opportunity to be creative, which is in line with Dumdum et al.’s statement that directive leadership will decrease employee satisfaction and ultimately performance.

You can also beat people into walking in the right direction all the time. But it is in human nature that in the exact moment the whip no longer hits you, you look over your shoulder and say: “Well, now I can relax.” And that just isn’t the way to do it. (M2, 220-223)

Cheney (1983, p. 158) claimed that “fostering identification is the ‘intent’ of many corporate policies, for with it comes greater assurance that employees will decide with organizational interests uppermost in mind”. This is in essence the concept of transformational leadership. Podsakoff et al. (1990, p. 108) described traditional views of leadership as being that of exchange processes where leaders give rewards in return for employees performing well but that recently leadership has got a new dimension. Bass (1985) defined transformational leadership as the ability to make followers perform beyond what is expected of them,
According to the notion that the leader is able to activate higher-order needs. Essentially, through emotional bonds and trust toward the leader, the transformational leader is able to create a desire for accomplishment among followers. By changing their attitude toward work and to create coherence between them and the organization’s values, transformational leadership is seen to be able to enhance employee performance and satisfaction. It is thus in essence a moral pursuit where both leaders and followers create synergies through the aspiration for higher ground. However, the focus is always on the organization and the leader will prioritize the health of the organization first and foremost. Transformational leaders thus use ethical aspirations and moral pursuits in order to improve organizational behaviour, thus going beyond economic exchanges and contingent rewards and using emotional leadership in order for employees to “transcend their own self-interests for that of the organization” (Podsakoff et al., 1990, p. 108). The change from the leader being an agent of ensuring short-term targets to a larger emphasis on elevating follower belief was also evident in Nordea, as the HR Director discussed:

*Leadership was once about, at least when I started, being an information messenger. (...) But where I think leadership has changed over the years is that you to a larger extent have to translate and not just deliver the happy message. More what does it mean for you and what does it mean for us? (...) So that role as facilitator is prevalent. (N1, 208-223)*

Transformational leaders transform the personal values of followers to support the vision and goals of the organization by fostering an environment where relationships can be formed and by establishing a climate of trust in which visions can be shared (Bass, 1985). Avolio and Yammarino (2002) established four primary behaviours that constitute transformational leadership:

1. Idealized influence.
2. Inspirational motivation.
3. Intellectual stimulation.
4. Individualized consideration.

As Stone et al. (2004) argue, transformational leaders are focused on creating a shared vision, provide meaning for their followers, stimulate followers to be innovative and understand each employee individually in order to create increased levels of potential. These four concepts narrow in on how transformational leaders are able to influence followers to sacrifice
themselves for the organization and how these leaders can ensure that employees go beyond the call of duty. The four concepts will each be covered in depth below.

Idealized Influence

Idealized influence is defined as the ability for a leader to sacrifice his own personal agenda for the benefit of the greater good of the group. Furthermore, it demands the leader setting a personal example and exemplifying high ethical standards (Kark & Shamir, 2002, p. 69). By doing so, the leader sets a playing field for behaviour which followers can identify with and use as a general guideline. It presents clarity for moral conduct as followers attempt to emulate the leader (Stone et al., 2004, p. 351). On this basis, it demands consistency from the leader to act this way and not to compromise with the values he sets out as this would create confusion and be detrimental to the vision. The ability to not only express a certain set of values but to also live them out is also a concern which was expressed at Nordea:

    And that is what it is all about, the “walk the talk” which has been discussed through so many years. I mean, how can we as leaders sit there and talk about values and all those things, when at the end of a period, it is still the old ways which prevail? (N3, 365-369).

Leadership ultimately then seems to be defined through behaviour. In Nordea it was expressed that you cannot say one thing and do another. It demands the ability of the leader to genuinely place his own interests in second line to that of the organization and then to show his followers which values are important. The leader is thus defined through his actions. This view was echoed by Nomeco. When asked about what good leadership entails, Ewa Eskildsen, HR Director, described it as the ability to show high ethical standards and then to go on and lead by walking in front of followers (M1, 74-75). It is interesting that Kark & Shamir’s (2002) explanation of idealized influence seems visible in the description of what constitutes good leadership at Nomeco.

    Transformational leadership is concerned with ensuring that all actors within an organization walk in the same direction with the organization’s best interests in mind. It has been stated that by acting as a role model, the leader can influence the creation of a shared vision between himself and his followers. Stone et al. (2004) argued that the creation of a shared vision motivates followers toward aligning their personal agendas with that of the organization. This creates alignment and facilitates a convergence of values between leaders
and followers. As mentioned a danger of confusion exists when the leader fails to act as a role model. It is not enough to express certain desired values and modes of conduct if these are not lived up to by the leader himself.

In ISS, an interesting dimension to this problem was evident. Due to the size of ISS and the amount of employees, there is a long distance organizationally between level 2 and level 5 employees. As a consequence, business managers in level 2 have an area of responsibility similar to that of a managing director of a small or middle sized enterprise (II, 77-85). This was supported by the HR Manager at ISS who describes it as a major challenge to ensure that leadership is understood similarly throughout the organization. The attempt to manage this has been formulated through the nine leadership principles, which aim at aligning leadership behaviour throughout the organization. The focus is thus to have leaders setting examples in order for the understanding of the leadership principles to filter down through the organization.

Inspirational Motivation

Inspirational motivation concerns the leader’s ability to set visions and use emotional attachment to realize this vision. Through social interaction and communication it is the focus of the leader to create a cultural bond between the follower and the leader, which has a goal of merging personal values toward a common ground (Stone et al., 2004, p. 351). In essence transformational leaders “provide meaning and challenge to their followers’ work” (Avolio & Bass, 1988, p. 2). By setting a vision, the leader shows followers a future reality which he subsequently communicates enthusiastically and optimistically in order for followers to rally around this ideal.

As such, leaders must be able to provide meaning as without meaning, followers will not attach to the proposed vision. This was evident in COWI, where the HR Director argued how to create attachment among the high-maintenance specialists:

*The only chance you have with knowledge workers is to make things meaningful. You can say “do this!”, but you won’t achieve anything from it. Instead, you can give them the opportunity to see the strategy and ensure that they themselves wish to follow it.* (CI, 115-118)

The role of the leader is thus to create an environment and portray personal enthusiasm which enables followers to understand the overall connection between organizational goals and
personal objectives. The ability to do so can enable a common ground to be created between leader and followers.

Another interesting dimension was that the process from creation to implementation of a vision was described as a journey. The transformational leader is described as taking responsibility for communicating to followers why this journey is necessary in order to ensure that they become fellow-travellers (M3, 643-647). It was stated that this involved setting clear guidelines and not just expressing the destination, but rather why and what the goal at the end was (I3, 282-290). This was described as being essential to the followers’ attachment to a vision and that the communication before the journey had to be done passionately and with enthusiasm. Peter Schütze, Head of Nordic Banking of Nordea, described the importance of communication in this process:

If you need a keyword here, then it is to have a believable storytelling about what it is we do, and repeat it all the time, and to make it simple and understandable. And it of course needs to fit into the picture that the employees also see (N2, 187-190).

Essentially, it is fundamental that followers are mentally prepared before the journey begins. Following Steyrer’s analogy of the theatre it could be argued that leaders must set the stage for the psychological transition before the actual transformation, i.e. that the play can take place (1998, p. 823). By leaders providing meaning, communicating visions enthusiastically and creating a social bond, a common objective can be created. Inspirational motivation thus helps to ensure that everyone walks in the same direction and enables employees to see “the future attractive state” (Stone et al., 2004, p. 351).

As a facility management company, the majority of employees in ISS are cleaning staff members that have their daily routines at the customer. This presents challenges as much of the ISS staff feel as much part of the customer’s organization as ISS (I3, 51-59). Furthermore, the cleaning staff members present very little ambition as to advancement up through the organization (I2, 218-223). Therefore motivating employees to attach to organizational objectives and visions becomes difficult as there are few performance related rewards. This links back to the inspirational motivation discussed by the HR Manager at ISS, where making cleaning staff feel as part of a larger solution was the key motivational factor. For example, telling cleaning staff working at schools that by doing their job they would help children get a
better education (I1, 278-281). This viewpoint was summarized by Susanne Rønskov Hermann, HR Manager at ISS:

*I think good leadership in ISS is to be there, and really about getting your employees with you instead of dragging them along, that is making them realize that we all want to go in the same direction. I believe we have become more open about communication, why do we want this? (...) So this whole leadership aspect about being open and honest about it and explain the overall picture (...) to the employees that they are not just carving stones, but “building a cathedral” (I1, 261-270).

The process of follower attachment can be long and, therefore, demands patience of the leader. Susanne Rønskov Hermann, elaborated:

*It demands a long hard pull, because it demands that you dare believe that even if we don’t deliver financially in this month, I still believe, that being there for the employees and giving them the right education, then in the long run it will all get better (I1, 166-170).

Here an example of daring to focus on the long-run outcome can be seen. As mentioned, ISS has previously had a culture where economic performance was the key indicator for good leadership. This shows a movement toward a more balanced approach to leadership, and indicates signs of transformational leadership influencing the approach to leadership at ISS.

Intellectual Stimulation

Intellectual stimulation is about the leader encouraging creativity, stimulating followers to question the status quo and involving them in the problem solving process (Stone et al., 2004, p. 351).

This approach is thus about viewing followers as part of the solution and not a problem. It demands that the leader gives up some control and gives followers room to be creative. Kark & Shamir (2002, p.69) described the process of intellectual stimulation as a process whereby the leader actually highlights where problems exist and increases awareness of challenges to the organization. Following this, the leader stimulates follower involvement by challenging them to seek new perspectives and create new ideas, while making sure that they are not deviating from the overall strategy. This approach was seen in the interview with the Operations Manager at Nomeco, who described how to implement this:
...creating the framework, giving the opportunity to develop, and then of course
guide it, but that it isn’t me who has to sit there and press the buttons. They have
to do that for themselves. (...) Because if you only view people as arms and legs;
then that’s also what you will get. (M2, 129-137)

Peter Kastberg also discussed the trend toward the new leadership genre as a movement from
the highly controlled leader to the more coaching and facilitative leadership approach.

Exploit the genius in motivating people to invent something new. [Now I see] that
if we don’t get the surrounding people with us, make them get things under their
skin, perform and develop, then we won’t get the results. So it’s gone from the sort
of rigid engineer approach to the almost extreme HR [approach]. (M2, 206-215)

This is an example of promoting followers to pursue their own perspectives and come up with
new ideas, which is in line with Bass and Avolio’s (1994) notion of intellectual stimulation.
The inclusion of followers in the problem solving process enables a larger ability for
organizations to change as new perspectives and ideas are constantly discussed. By
encouraging followers to challenge the state of things, an increased ability for an organization
to be responsive becomes possible. In Nomeco it was mentioned that it had recently
established a change-agent approach which engaged employees across the organization to
seek out new ideas. According to the HR Director at Nomeco, this approach has lead to a lot
of successful projects; a development which would not have been possible if creating new
ideas had only been the job of the business managers (M1, 318-324).

The ability to engage followers in the problem solving process and encouraging new
thinking increases both leadership effectiveness and employee satisfaction (Kark & Shamir,
2002). By engaging followers and encouraging them to think for themselves, leaders can
ultimately stimulate followers to perform beyond their immediate objectives. It could thus be
argued that intellectual stimulation is a tool used by leaders to create better results for the
organization. It was clear in Nordea that the inclusion of employees into problem solving was
done with the organization’s interests in mind:

[People do it] because they are committed to it. First of all, things happen a lot
faster and second, the result is a lot better than if it is something which has been
imposed upon them. (N1, 254-257)

Furthermore, COWI represented a unique example of gaining followership in a knowledge
culture. Being a consultancy company, employees are there to grow, immerse themselves and
to utilize their specialized knowledge. This represents new challenges in how to engage and encourage followers. Helle Rasmussen, HR Director at COWI explained:

*In a professional culture you won’t get anywhere with a star on your shoulder. It’s the argument that counts, so it’s the one who knows most about the current topic who people look up to. So it’s that part of negotiation in a knowledge culture about where the power lies and when? It doesn’t matter being a manager if you don’t have followership and you’ll only get followership if the others perceive you as being competent. Otherwise you’ll get nothing.* (C1, 218-223)

**Individual Consideration**

Individual consideration is about understanding each employee individually in order to focus on how to make them grow and how to increase their potential. It entails the leader providing support and encouragement to followers. In Nordea it was stated that good leadership is about meeting the individual on his level and understanding that each person is motivated in his own unique way (N1, 115-119). In COWI, some of the specialists were described as *primadonnas* and that a challenge, therefore, existed in ensuring that they fulfilled their job roles. It was argued that these types of employees were more susceptible to a softer approach to leadership. When commenting on how to meet employees on their level, VP, Henrik Winther said:

*I mean it becomes more a form of sparring, coaching, where you walk in with a cup of coffee and sit in their office and seem interested in what they are doing and ask into it etc. So if there is any confidentiality, then they will open up, right?* (C2, 26-29)

This suggests that individual consideration can enable a better dialogue and a stronger sense of trust between leader and follower. Stone *et al.* (2004) suggested that the leader must understand the difference between each individual and “foster a two-way communication by effective listening” (p. 351). This also helps the leader to identify which tasks he can delegate to whom, and it is then the leader’s responsibility to provide the support and guidance for these tasks to be carried out successfully.

The effect of individual consideration is that the leader develops an influence of power over the follower from their attachment to the overall values. The follower looks up to the leader and attempts to emulate him. In Nomeco, the HR Director highlighted that understanding the individual, not just performance related but also socially, enlarges the capability for leaders to create a convergence of values between the leader and the follower.
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(M1, 88-91). It is thus suggested that in order for the leader to be able to coach and support employees, it is necessary to understand the individual human being. This creates the ability for the leader to influence the follower and gives him a position of power as the process of listening, coaching and guiding, makes the follower legitimize his role (Conger & Kanungo, 1998). Bass (1998) stated that the ability to provide individual consideration entailed a supportive climate where the leader can make followers achieve “higher levels of potential” (p. 6). In Nordea, such an environment is currently being pursued in their branches. The idea is to have the branch manager manage people instead of team leaders. The challenge occurs in bigger branches with many employees. The solution has been to set the number of employees in a branch to 12 and then add a new branch, maybe in the same location. However, a branch manager in Nordea will in the future manage the sales force directly, thus coaching the individual employee and regularly participating in co-hosted customer meetings. As Peter Schütze, Head of Nordic Banking said, this approach enables the branch managers to coach and provide guidance to each employee in order to improve them (N2, 16-33).

There is no single way to conduct transformational leadership. Motivating employees demands the ability to decode and understand employees individually. Peter Kastberg discussed this:

*So it’s about finding the right troops (...) this is where we get into leadership, how do we motivate our people to work hard and do the best for our customers (...) It is situationally dependent. I don’t think there is one answer. It has to do with empathy. It is a question of meeting people where they are, it is decoding them and finding out what motivates them. And it can be very different. In my organization, I have people who are at the level where they come to work to earn money and then they would rather go home and take time off, to people who want to grow (...) and they have to be treated differently. (M2, 51-63)*

Another interesting aspect is evident here, as a difference in motivating the individual employees can be seen. Some employees come to work for the pay check, while others come to develop themselves, which means that a transformational leader must understand human psychology in order to comprehend the difference between each employee and create follower attachment.
Transformational Leadership as a Pragmatic Approach

Despite the romantic ideal of transformational leadership being about elevating followers and improving their self-esteem, the ultimate scope is to improve organizational performance (Kark & Shamir, 2002, p. 69). Peter Kastberg, Operations Manager at Nomeco, showed a conscious understanding of this scope:

"You have to be careful with confusing what I call the "HR approach" with compassion and kindness because it isn’t. It is a stringent tool. It is to create results. At the end of the day it’s all about the bottom line. Otherwise we wouldn’t do it. So sometimes it may seem a bit soft and that we do it to be kind to each other. No, we are here to create results. End of story." (M2, 330-339)

Although he urges self-sufficiency, there still seems to be a limit to the extent to which he sees employees as autonomous: “I mean no-one is going to go out and do anything by themselves” (M2, 40-41). This shows that his otherwise follower-centred approach to leadership has an organizationally-driven agenda. The development of employees and encouragement of new thinking is still pursued as a tool to increase organizational performance.

In Nordea, it was stated that there was an open and equal approach to leadership. However, there is a limit to the amount of autonomy given to employees and a limit to the amount of control that leaders are willing to give up due to constraints such as time, resources and pressure to meet short-term expectations. Peter Schütze, Head of Nordic Banking, expressed his confidence in people and his willingness to seek new perspectives, while maintaining the right to check up on them (N2, 272-276). This points towards that although many aspects of transformational leadership seem to be present a level of control and directive leadership still exists. Furthermore, it was expressed that due to time constraints there is a limit to how long one can spend on seeking mutual agreement. Henrik Winther, VP at COWI, explained:

"My director is much more consensus-focused than I am, I mean (...) sometimes it’s a bit too much sitting in a circle and all having to agree, because the risk is of course that nothing will happen" (C2, 289-292).

Summary

Transformational leadership seeks to ensure that employees go beyond their own self-interests in favour of organizational outcomes. This approach does not just concern leaders informing
followers about values, but also has to do with the leader being able to express the values, leading the way and taking the moral high ground. In COWI, it was seen that in order to get followers from A to B, simply ordering them to go there would not suffice. Instead the leader had to provide meaning by transforming the vision and values and by making these understandable to the followers. This was echoed in ISS who defined good leadership as the ability to communicate to followers in a way that did not involve dragging them toward the goal. In Nordea transformational leadership was visible through the discussion of the leader telling stories in order for the follower to comprehend the desired objectives and to fulfill them. Another aspect of transformational leadership was expressed in Nomeco, where it was discussed how leaders must see followers in a different light. It was stated how by giving employees the freedom to grow, followers would go beyond what was expected of them.

Nevertheless, transformational leadership is evidently conducted to improve the bottom line. The attempt to converge values between employees and organization is not just an anthropological exercise, but rather done to ensure that organizational objectives are met. A certain level of control seemed to be maintained in all four organizations. Although employee satisfaction was mentioned as being high on the agenda, the transformational approach to leadership could occasionally be replaced by more traditional management approaches due to resource and time constraints. Business managers are ultimately measured on their ability to improve performance for the organization. This of course places restraints on the ability for a leader to give full autonomy to his followers.

**Hypothesis 3: Servant-Leadership**

This section will concern the extent to which we see servant-leadership being practiced in the interviewed companies. As mentioned in the beginning of the analysis, the companies have increasingly implemented drivers for the new leadership genre to exist. It is exactly these drivers and the autonomy granted to the employees that make notions such as servant-leadership possible. However, whether or not servant-leadership is being implemented in practice is unknown and this section will therefore attempt to test the following hypothesis:

*Business managers place themselves out of the spotlight and show genuine concern for their employees and their wellbeing.*
Despite the fact that scholars have not agreed on a formal definition of servant-leadership, it is generally about the leader assuming a position of servant to his fellow workers. He is determined to invest in their development and happiness for the benefit of accomplishing tasks and goals for the common good (Page & Wong, 2000, p. 70). Generally speaking, servant-leadership is the most romantic theory within the new leadership genre, as the servant-leader places the employee above the organization. The servant-leader’s primary focus is thus his employees’ wellbeing, while organizational concerns are more peripheral. As mentioned earlier, Spears (1995) identified ten characteristics of servant-leaders (see Table 1). These will be used as the basis for analysis in this section.

Building Community & Growth of People

According to Spears (1998, p. 6) the servant-leader feels that the shift away from local communities to large institutions has meant that a lot has been lost in human interaction and relations. This causes him to seek to identify means for building community among the people he is responsible for in a given institution. Page and Wong (2000) discuss the changing roles of servant-leaders\(^2\) with their *Diamond Model for Servant-Leadership* (see Figure 3).

\(^2\)Page & Wong specifically focus on the different roles of CEOs. For the purpose of this thesis, their argument will be used to describe the changing roles of leaders in general.
The servant-leader is responsible for setting and initiating the vision and direction in consultation with others in the organization. Once an agreement has been established the servant-leader should reverse traditional hierarchical pyramid in order to serve others so that the mission can be accomplished. He is then supporting from beneath instead of directing from the top. The leader may revert back to the beginning if essential changes occur.

In ISS, an interesting notion was seen. The company has divided its organization into five levels. The two lowest levels, level 5 and 4, are the facility management staff and their direct leaders respectively. These people mostly have their daily work routines at ISS’s customers, e.g. office buildings, schools or warehouses. This presents difficulties for ISS in relation to ensuring a common identity among the employees. The fact that the facility management staff is physically located at a customer away from ISS and that some parts of the staff work late night shifts means that they often identify more with their customer than with ISS. Although the lower-level leader has a formal responsibility to walk in front, in many cases due to the physical proximity with his employees he becomes a servant supporting them from beneath. It was even stated that in some cases the lower-level leader would perform some of his employees’ tasks himself in order to reduce their workload in busy situations (I2, 423-425). This shows a link to the Page and Wong diamond model. It seems that the level 4 leader’s main task is to ensure customer and employee satisfaction. Although the leader’s mission is to serve the organization, it was noted that in many cases the employees’ interests were prioritized.

Through the interviews it was evident that the business manager who portrayed most servant-leadership virtues was indeed a level 4 leader at ISS, the Contract Manager, Michael Staugaard. It was clear that he was very conscious about building a family or a team (I2, 200-207) instead of focusing only on performance:

So again it’s about breaking down silos because if you work as a team then [the employees] will feel that they are a part of it and it’s not just saying: “Well, this is not my area”. “No, but it could be, right?” So that if you say we are one big team then we can do everything. And I can feel that they think that’s okay. (I2, 29-33)

Here it is clear that the contract manager is very aware of including everyone and avoiding situations where employees feel distanced from the group. This was a tendency that was noted in all interviews, i.e. that the business managers held informal talks with employees. Essentially, they attempted to create environments where the employees talked about “us” and
not “them and us” (I2, 423). However, the servant-leader creates this environment not only for the purpose of boosting organizational performance, but rather with employee satisfaction in mind.

Servant-leaders are also deeply committed to the growth of people within their institution and recognize that they possess a great responsibility to do whatever they can to “nurture the personal, professional and spiritual growth of employees” (Spears, 1998, p. 6). Michael Staugaard mentioned how he talked to his supervisory officer about joining a training programme with the purpose of accelerating his career. Although he declined, Staugaard indicated how he would persist in trying to promote his employees’ careers (I2, 218-223).

The effort to improve employees’ skill sets was often noted in the interviews. However, in most cases this was done with the view to improve the organization as increased employee performance would be equal to better results. In the case of Michael Staugaard the desire for employee improvement seemed to be more for the employees’ personal development than the organization’s development. This is the essence of servant-leadership and what distinguishes it from transformational leadership. However, as mentioned by the ISS HR Manager above, the ability to prioritize employee development over organizational development is perhaps only possible in cases with lower-level leaders like the one described here.

Empathy, Listening & Awareness

Understanding, empathizing with and accepting other people’s uniqueness is a central part of servant-leadership. It involves empathic listening to what is said and what is not being said in order to identify the will of a group. This necessitates an ability to view situations from a more integrated and holistic view (Spears, 1998, p. 4). Michael Staugaard expressed his approach to his employees:

*Because I have always felt that I listen to my employees, I involve them in the processes there may be so that they also feel a part of it. (...) [Saying]: “But that’s just how it is,” becomes too rigid and then they would just go around moaning in the corners, whereas I feel: “It’s their job”. (I2, 24-57, emphasis added)*

Firstly, it can be seen that the listening process is aimed towards a unification of group objectives. Secondly, an interesting phenomenon with regards to servant-leadership can be seen. “It’s their job” possibly refers to Staugaard’s almost exclusive focus on the wellbeing of his employees and shows a great deal of empathy. In his view, they have to come to work and
perform the same tasks every day and the most important thing is that they enjoy doing so. Seemingly he is mostly preoccupied with keeping the *family* intact. Furthermore, another interesting aspect is the awareness he showed towards his employees and their surroundings. An example was that when the customers, i.e. the users of the office building, complained about a certain incident, Michael Staugaard would talk to his employees about reasons for the incident occurring. He would show an interest in the employees and ensure that both sides would agree on how to move on. This supports Spears’ notion of keeping a holistic view of things and communicating this on to the employees.

The ability for a leader to be able to put himself in others’ place thus enables him to better understand followers’ perspectives. Peter Roll Hansen, Customer Manager at ISS described this:

> [Empathic leadership is] to be able to put yourself in their place and find out what needs this employee has. Does this employee need me to come over and pat him on the shoulder or does he need some guidance in how to solve a certain task, or what is it? So I think it is very dependent on the situation. I think it’s important to empathic and put yourself in other’s shoes (I3, 111-115).

When it comes to leadership of teams and employees, for example, it is necessary for a leader to acknowledge the dynamics and mechanisms which go on in these groups. It is not enough just to look at formal structures. It demands the ability to understand how people think and operate (C1, 328-332). This is also linked to servant-leadership where, as discussed, the ability to empathize, listen and to commit to serving the needs of others becomes essential to the leader.

In COWI, for example, where followers are highly educated specialists, the ability to be empathic was closely linked with the ability to create meaning. This means being able to talk to each specialist in their own unique way in order to achieve follower attachment (C1, 153-156). The same applied to ISS where there is a self-confessed long way from level 5 to level 2. The ability to create meaning at every level of the organization thus demands that leaders understand how to engage the individual employee. Both COWI and ISS have clear corporate levels installed within the organization, but also in Nomeco it was discussed how communication differs between relaying a message to warehouse staff or administrative staff. The use of language thus also becomes important for the leader to be aware of, as a leader
cannot pitch everything at the same level in different situations or to different types of employees (M3, 235-239).

Although Michael Staugaard seemed to be the only business manager who portrayed the romantic ideal of servant-leadership, there were aspects of servant-leadership discussed by other leaders as well. For example, the Operations Manager at Nomeco, Peter Kastberg stated that although he implemented what he called “an almost HR-approach” to leadership, he did so ultimately to improve organizational performance. However, when discussing his view on employees, he showed a genuine desire and enjoyment in seeing his employees flourish:

That’s what I think is most exciting. Partly to create something new and then to make people grow. (...) It’s the most important thing of all to meet people where they are. Decode them, what’s needed to motivate them, what’s needed for them to go happily out the door and say: “Now I’ve had a good day again today and I want to come back tomorrow.” (M2, 73-85)

The decoding in order to meet people where they are can be seen as an example that the servant-leader uses listening in order to clarify a will from the employee. Clarifying this can enable the employee to grow. This is also in line with Giampetro-Meyer et al., (1998) who discussed that servant-leaders have a desire for serving others and helping them to strive and prosper. Therefore, although the wish for employees to grow might be of a more cynical nature than Michael Staugaard, Peter Kastberg also discussed that leaders should not always take the spotlight, but in fact it was seen as a sign of good leadership if he could let others take the glory:

If you’ve done something good you don’t need to stand there and appraise yourself as a leader, because they know. And actually it gives more respect among people if you don’t do it. (M2, 480-482)

Here it is visible that the leader steps out of the spotlight and lets his employees shine. This is in line with Smith et al. (2004) who describe a servant-leader as someone who is able to assume a non-focal position without expecting or wanting acknowledgement. It also links back to Page and Wong’s diamond model where the leader reverts to a supporting role in order to achieve the mission. This brings forward an argument that the modern leader who subscribes to the new leadership genre, despite his commitment to the organizational objectives, can have aspects of servant-leadership in him.
Practical Limits to Servant-Leadership

From the interviews with the business managers a phenomenon was noted that was not mentioned in the servant-leadership theory; i.e. that pure servant-leaders seem to only exist in the lower hierarchical levels of management. Once moved up in the organization to middle management business managers need to have loyalty both up and downwards. When moving from operations to strategic management the natural shift in tasks seemingly makes it more difficult to practice servant-leadership. The HR Manager at ISS also described this phenomenon:

*Level 4 leaders are very loyal downwards. (...) I mean, it is their employees that they are protecting. They are not so loyal upwards [in the organization]. But when you reach level 3 it demands that you are far more loyal toward the strategy that is laid in relation to the leadership principles that exist. Then you can’t run your own business in the same way because now you’re in the middle [of the organization].* (I1, 63-68)

Servant-leadership is thus the romantic ideal of the new leadership genre and borders to the extreme and impossible in practice. Business managers will at some point have to compromise with their ideals in order to meet short-term operational goals. The frequency with which they will have to compromise increases as they rise through the organization, but it was even evident that this problem existed in the lower levels of management. The contract manager at ISS, who portrayed almost pure servant-leadership behaviours, was still faced with economic constraints and had to keep a focus on the organization:

*I mean keeping the budgets or at least making it look reasonable while having satisfied employees makes sense. Because if you constantly say no to the employees (...) then you’ll get a negative team (...) as I have to deliver on the bottom line to ISS. I feel the pressure but I don’t involve [the employees] in it.* (I2, 124-128)

Despite feeling the pressure of organizational constraints, Michael Staugaard seemed to handle these issues alone. What is interesting here is that although he is a servant-leader, he cannot escape the organizational demands that come with the responsibility of being a contract manager.
Summary

To sum up, servant-leadership is concerned with the leader having his primary focus on the wellbeing of his employees, while organizational concerns are less important to him. This involves a commitment from the servant-leader to create unity, make people grow, listen to them and understand situations from the employees’ point of view.

Of the twelve business managers that were interviewed, only contract manager at ISS, Michael Staugaard showed clear signs of servant-leadership. At the same time he was the business manager at the lowest hierarchical level of the twelve interviewees. This was found to be of relevance as his close proximity to regular staff and remoteness to top management made him appear more loyal toward his employees than to the organizational development as a whole. As the HR Manager at ISS noted, this affiliation would often alter naturally when contract managers such as Michael Staugaard would move up the organizational ladder and need to become more loyal to the organizational strategy.

At the same time, aspects of servant-leadership were noted with other business managers as well, although not entirely in its pure and romantic form and that they sometimes had to compromise with their ideals in order to meet organizational objectives.

Hypothesis 4: Charismatic Leadership

Charismatic leadership is about the ability to communicate where you want to go and ensure that followers want to go there with you. It is a somewhat controversial theory, as charismatic leadership has proven to have negative effects. However, as it lays the basis for transformational and servant-leadership, it therefore becomes relevant to study whether or not contemporary organizations have charismatic leaders. In order to do so, the following hypothesis will be tested:

Business managers formulate visions, are enthusiastic and are able to engage and empower employees through social relationships.

Charismatic leadership has been described as a social phenomenon where the relationship between the leader and the follower determines whether or not the leader is deemed as being charismatic. The leader sets out the vision and walks in front by showing high levels of confidence and moral standards. However, without followership there is no leadership and
charismatic leaders therefore rely heavily on empowering their followers in order to create the emotional attachment needed to achieve the overall goals.

Charismatic leadership was originally conceived when in times of uncertainty and crisis, certain these leaders were seen as being able to reduce uncertainty amongst followers by being visionary and showing confidence. However, there are limitations as to when charismatic leadership is positive. Bass (1985, p. 96) distinguished between socialized and personalized charismatic leadership where the latter takes advantage of uncertainty in order to meet personal goals. The socialized charismatic leadership is occupied more with adhering to the greater good rather than the leader’s own personal interest. The charismatic leader gains followership voluntarily and the leadership role is thus given to him rather than taken. This legitimization can be done only by getting followers to subscribe to the leader’s vision. Thomas Dahlgren, VP at COWI also claimed that this was the foundation for good leadership:

_A popular way to say it is that there are 3 important things, right? Communication, communication and communication. Because it’s obvious that good leadership is about visualizing where it is you want to go and then being able to communicate it and then making people take ownership of it. (...) If you can make people do that then they can go through fire and water. Completely. There isn’t a thing you can’t do then. And if you don’t get ownership and engagement from them, well then they don’t give a damn. (C3, 199-206)_

Charismatic leaders show certain behaviours which followers perceive as appealing. As Sashkin described it: "Leaders must communicate their visions in ways that reach out to organizational members, gripping them and making them want to get involved in carrying out the vision” (1988, p. 142). The ability to do so demands that the leader shows self-confidence, dedication and is willing to take on risks and sacrifice himself in order to be the role model. The Market Development Manager at Nomeco, Kasper Lund-Jakobsen had a self-professed enthusiastic leadership style (M3, 435). He discussed the importance of an active dialogue and engaging oneself in the followers and their lives and understanding that each person is different (M3, 757-778). When discussing followers, he was clearly concerned with the ability to motivate through his own personal ability to engage followers:

_But I think that it’s important. I think that we all need emotional closeness. I think we all need to know that we are something special (...) We all need to know that we are something that other people appreciate and I think you can do that by being there. (M3, 735-738)_

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As Bass (1998) discussed, the socialized charismatic leader is willing to transcend his own self-interests for the sake of utilitarianism. This is seen in the suggestion of meeting people where they are. This means sacrificing yourself for the benefit of others, thus demanding a certain amount of empathy. The ability to do so enables the leader to decode his followers and to be able to motivate them in a sense that will benefit the overall objective.

House (1977) indicated that leaders who exhibit confidence in followers’ abilities increase followers’ self-esteem and receive trust from followers. In essence it is about empowering followers, i.e. boosting their belief in accomplishing goals by themselves. Although the charismatic leader must be able to set out visions and motivate through personal abilities, the leader is only truly seen as charismatic when he is able to empower followers. This means that charismatic leaders encourage their employees to improve their self-efficacy, develop their competences and take on larger tasks, which all go towards making the employees feel a larger sense of inclusion and appreciation. Henrik Winther, VP at COWI mentioned the importance of inclusion, not only for the satisfaction of the employee but also for the sake of having backup from his followers when making decisions (C2, 270-273+301). This leads to another point, i.e. that charismatic leaders benefit from having more open discussions and proactive employees who are encouraged to seek solutions themselves. The HR Director at Nomeco gave her view on this matter:

> When you need to make a change to a specific area, then go in and ask the employees about it, what do they think is best and do they have any suggestions? Instead of it being the leader who sits and tries to come up with the answer. I think it differs a lot depending on what type of person you are. I see it going more and more in the direction of inclusion. And it has been a journey through the past 10-15 years. (M1, 345-349)

It could therefore, be argued that empowering followers is something that takes place and goes towards strengthening the emotional attachment between leaders and followers. Within this theme another interesting aspect was highlighted. As mentioned above, organizations are reviewing the parameters on which they promote and identify leadership. This means that employees who used to be experts in certain areas might have to sacrifice this expert role for a broader view when they become leaders. The Market Development Manager at Nomeco elaborated:

> I’m going from being an expert on certain areas towards being more of a facilitator of their (the followers’) expertise. (...) There might be small areas
where I cut through and say: “Listen, we should do it like this,” but it’s much more on the emotion and the work on developing the individual employee to make the right decision than it is being the expert. (M3, 238-249)

As a result, a conscious change is seen in the mind of the leader in order for him to be able to empower his employees. Here it is recognized that the ability to gain followership demands the letting go of a certain amount of control. This is also supported by Conger (1989) who stated that empowerment is the essence of follower recognition.

Charismatic Followership

Weber (1968) described that a leader cannot himself claim to be charismatic. It is only through the recognition and support of followers that a leader can be legitimized. Leaders and followers therefore exist in constant negotiation and the leadership role is constantly contested. Henrik Winther, VP at COWI described that the softer leadership approach is an easier way to meet the challenging employees. This is especially seen in a company such as COWI where some employees are described as primadonnas, who due to their expert knowledge hold great deals of power. In this context, the ability for the leader to show visions and empower employees helps to legitimize his role (C2, 10-16).

If leadership is nothing without followership the ability to gain followership is, therefore, one of the cornerstones of good leadership. This notion supports Meindl’s (1993) argument that leadership theory is too leader-centred and lacks attention towards the importance of followers. Furthermore, followership is very fragile as leader recognition is never finite. This was particularly clear in COWI where the HR Director, Helle Rasmussen commented on the delicate act of balancing one’s approach towards knowledge workers:

You need to earn the right to have followership everyday and you need this in order to run your department. And sometimes you’ll obtain this followership by doing nothing. That’s what’s absurd, isn’t it? It’s by delegating, believing and following up on it, but if you follow up too closely you’ll become controlling, or be perceived as such, and thereby lose your followership. (C1, 294-298)

Summary

Charismatic leadership is a social phenomenon. The noted aspects of charismatic leadership seen in the four companies suggested this to be accurate, as the three behavioral dimensions of charismatic leadership seemed to be present. It was stated that good leadership is the ability
to formulate visions, communicate them and make followers attach to them. The ability to encourage employees and create enthusiasm were all expressed as vital to how the business managers expressed organizational objectives to their followers. They highlighted how this could only be done by establishing emotional bonds between leaders and followers and by creating mutual respect and trust.

This leads back to followership being a central part of leadership. The companies interviewed all confirmed how they had a keen focus on including followers in organizational plans and how this created a state of self-efficacy. Leadership is thus something which in part is given to a leader by his followers and he will appear more legitimate if he has the acceptance of those around him.
This thesis was based on the research question of whether business managers in Denmark today are practicing leadership according to the theories of the new leadership genre and how this is visible. From our analysis it can be said that business managers show signs of the new leadership genre in their daily approach to leadership. We saw signs in the four companies that the organizations have implemented drivers which encouraged the adoption of the emotional leadership values. As such, it was noted that organizations can be proactive in shaping how leadership is perceived and practiced.

It was stated that financial performance alone was previously a sufficient indicator of good leadership. Today, however, business managers are appraised on multiple dimensions. In ISS and Nordea, which were found to be the most results-oriented companies, factors such as employee and customer satisfaction were now also considered as key indicators of good leadership, and those who neglected these factors were no longer employed in manager positions. Another driver which indicated aspects of the new leadership genre was the change in parameters for leadership promotion. Whereas leadership promotion previously was based on high performance levels or specialist skills, the organizations we talked to have today increased the number of career tracks in order to ensure that only the employees who show specific leadership qualities are made line managers. This was seen particularly in COWI and Nomeco who both employed specialist knowledge workers who were often not deemed to have line manager potential. Furthermore, the business managers with staff responsibility all had to be able to lead in line with the companies’ desired leadership values. In this sense, leadership values such as the ability to set visions, motivate and stimulate employees were all necessary abilities for becoming line managers, thus pointing towards aspects of the new leadership genre.

Another tangible driver for the new leadership genre was in regards to the employee satisfaction surveys. From looking at the questionnaire statements, it could be argued that
some of the values communicated from the organizations regarding good leadership resemble those of emotional and inspirational leadership. Furthermore, the results of the satisfaction surveys showed yearly increases in the business managers’ ability to practice exactly these kinds of leadership. The final driver that was identified, leadership training programmes, gave more insight into how leadership was viewed in the organizations. Although many modules were concerned with teaching traditional management tools, some modules also dealt with more emotional leadership aspects such as transformation processes, expressing visions, coaching and value-based leadership.

Regarding the business managers, transformational leadership could be noted in the way they described their practice of leadership. It was mentioned repeatedly in all four companies that an important part of leadership was the ability to act as a role model and set examples, thus indicating the concept of idealized influence. The managers also described their focus on communicating visions and establishing bonds with the employees in order for these visions to be realized. By stating how they attempted to provide meaning and illustrate future states the business managers showed signs of motivational leadership. Additionally, the business managers mentioned how they challenged employees to seek new perspectives and approached each employee individually.

Particularly at the lower hierarchical levels of management, a focus on employee well-being and growth was emphasized. The business managers frequently mentioned empathy as an important leadership quality and described listening and awareness as central parts of good leadership behaviour. This resembles servant-leadership in the sense that business managers showed commitment to create unity and view situations from the perspective of the employees. The most visible example was in ISS where the Contract Manager was located outside the headquarters and in close proximity to his direct subordinates. This along with his relatively low hierarchical level, it is argued, created a larger sense of loyalty to his staff than to the organization, which seemed to have him focus more on employee well-being than organizational performance. It was noted in the same company that when these managers were promoted to higher levels of management, their focus would change to become more strategic.

Finally, aspects of charismatic leadership were visible. When asked to describe what constituted good leadership, communication and the ability to make followers prescribe to the
vision set out by the business manager were identified as key behavioural abilities. The latter was described as a social process whereby employees and leaders participated in emotional attachment which worked towards creating mutual respect and trust. In general, self-efficacy on the employees’ side was described as necessary in contemporary business due to resource constraints and the nature of the modern employee. In this sense, signs of the new leadership genre were in general present.

The business managers expressed that the more emotional approach to leadership had a two-fold effect, i.e. that it was in general a more pleasant way of leading and also allegedly had positive effects on performance. Nevertheless, it was argued to also be a subtle tool for business managers to make sure that organizational targets were reached. In that sense, the use of emotional leadership was not seen as an increased interest in philanthropy, but rather a way of ensuring attachment from employees and willingness to perform beyond what was expected of them.

In some cases the ability to practice emotional leadership was not possible due to resource and time constraints, or simply because the business managers wished to retain a more traditional type of control.

A final conclusion of our analysis is concerned with employees. Seemingly employees are allowed more autonomy and are encouraged to pursue new challenges and perspectives. It was stated by several business managers that the role of the employee had changed in Danish business. From previously seeing an employee as a production unit, a much larger emphasis is today being placed on the psychological and intellectual abilities of employees. This, alongside the larger degree of intellectual and academic labour has limited the degree to which business managers can perform directive and commanding leadership.

As such, we have identified signs of the new leadership genre in the four organizations. Nevertheless, these signs differed in their visibility between each organization and it seemed that some values were promoted higher than others when comparing the organizations to one another. In COWI, leadership was claimed to be constantly up for negotiation. Providing meaning and a raison d’être for employees was key for leaders in order to be seen as legitimate. Knowledge workers were argued to be more susceptible to soft leadership approaches, especially the primadonnas, as they viewed their jobs as a large part of their
The VP at COWI underlined this when claiming that there were three important things to remember as a leader: communication, communication and communication.

This was different in ISS where employees are of lower educational backgrounds and in many cases see their jobs as purely a means of income. The process of legitimization in ISS differed from COWI in the sense that leaders were seen to a larger extent as performance managers. ISS was claimed to be an extremely results oriented business where managers had to take responsibility for satisfying customers, employees and creating results. Business managers were described as needing to possess the administrative skills of reporting and controlling. At the same time, it was argued that leadership was undergoing a process of change. Previously, business managers were seen as masters of their own house where autonomy ruled. However, today, the desired leadership culture is one of striving to become more open, honest and transparent and is thus attempting to break with its issue of organizational silos. Business managers are no longer allowed to just be accountants but need to have people and leadership skills.

Balancing financial performance with employee and customer satisfaction was also a topic which was focused on at Nordea. The company slogan It’s all about people related to customers and employees. A concurrent topic was that of equality and it was claimed that one of the leadership values in Nordea was that of promoting freedom of speech. Overall, leadership was claimed to be a balance of reaching the individual while maintaining company focus. Still, Nordea’s approach to leadership was unique in the sense that it claimed to lead through processes, which seemingly existed to maintain a level of consistency. For example, the bank implemented a set number of employees in each branch, namely 12. This was done to simplify processes and ensure a higher level of transparency while allowing branch managers to perform leadership in a more coaching manner. This is due to the bank’s wish of removing the role of middle manager from its branches in order for leaders and followers to have a closer relationship.

In Nomeco there was an approach to leadership which was unique in comparison to the three other companies. Nomeco was claimed to be in a transition phase going from a directive approach to a more transformational one. The reason for this was the company’s workforce becoming increasingly academic. It was claimed that, previously, employees had been seen as production units but that they were now gradually understood as intellectual assets. This
transition phase had visible values behind it. A repeated phrase in all three interviews was that the business managers had to act as role models. Leaders were seen as having to be enthusiastic, trustworthy and showing high ethical levels. In this sense, Nomeco could be compared to ISS as, previously, the lower-level employees were dealt with in a more directive and micro-managed way.

As with ISS, Nomeco is now attempting to install more freedom for its employees to take their own initiatives and for business managers to be more coaching and motivating towards their employees. In contrast, COWI and Nordea, who both historically have had a higher academic demographic among their employees, have more sophisticated leadership approaches already in place.
The New Leadership Genre
DISCUSSION

Based on the conclusions from our analysis, the following section will discuss opposing views and future directions of leadership. Firstly, there will be a discussion on the future implications for leaders, including the impact of leadership training and the element of power. Following this, the implications of the new leadership genre for followers in the form of an increasing emotionalization and therapeutization in the leader-follower relationship will be discussed. Finally, the future consequences for organizations will be discussed, based on the notion of how the new leadership genre impacts on organizational performance.

It has been established that signs of the new leadership genre have been visible in both the organizational drivers and the behaviour of business managers. However, other leadership styles such as transactional leadership and contingency based leadership were also noted with the interviewed business managers. We, moreover, found that although trait, behavioural and contingency leadership approaches were theories that were popular in the decades prior to the new leadership genre, they were still being practiced to some extent today. A multitude of leadership approaches thus exist in today’s business environment and juggling these can often prove a difficult exercise. For example, the suggestion by one VP at COWI that office floors should have different circles of wanted leadership behaviour painted on them highlights the complexity of leading in today’s business environment. Whether one approach is better than the other can, therefore, not necessarily be said, and whether the new leadership genre alone can provide all the answers is highly unlikely.

It has been stated by scholars that there is a correlation between the theories of the new leadership genre and organizational performance. Yet, the ability for leaders to behave according to one specific approach only is practically impossible as business managers face various constraints and contexts. Furthermore, as formulated by Peter Schütze, leadership trends go through fluctuations and, as he suggested, in order to be a successful leader you must have the capability to alter your behaviour to suit the trend and context.
This fluctuation brings forward the discussion of whether the new leadership genre is just a current trend which will be replaced by another in the future. As Bass stated: “theories, if they are any good, are meant to be displaced by better ones” (2002, p. 380). The new leadership genre does have opposing views and there are studies that challenge the immediate importance of emotional leadership. On that note, Storey (2004) suggested that charismatic and transformational leadership have been through a period of intense focus theoretically, but that they are now seeing a decline in interest. He argued that these types of leadership primarily belonged to the last two decades and not the years to come. It was his contention that leadership is connected to socio-economic factors and, therefore, subject to constant change. Leadership will always be understood as a behavioural concept and the theory might ultimately be focused on the desired capabilities and behaviours of people with leadership positions. At present Denis et al. (2001) suggested that collective or distributed leadership would be the future, while Storey suggested thought leadership would present “a trend beyond transformational leadership” (2004, p. 344). Leadership theories can thus be argued to go through trends or fashions. However, as one leadership fashion fades it does not necessarily mean that the given theory becomes surpassed. As such, even in a situation where the new leadership genre is replaced by a new trend, it will still hold a place within the leadership field.

Although the new leadership genre is claimed by some scholars to have reached its peak, we learned from the business managers that it was only within the last five years that this genre had become particularly visible in their organizations. Therefore, with it being claimed to be in its infancy in practice, we see the new leadership genre as playing a central part in the future of Danish business. As such, it becomes interesting to discuss the future consequences for the leaders, followers and organizations in which this new genre is being practiced.

The Implications for Leaders

It has been argued that the new leadership theories constitute a new leadership paradigm. Though it has been discussed that this paradigm presents a larger understanding of the leader-follower relation and how to create enhanced employee performance, it is still unclear how this relation will be seen in the future. Going back to the quote by Fullan, mentioned in the beginning, that “the more complex society gets, the more sophisticated leadership must
become” (2001, p. ix), leadership in the future will thus demand even more intricate approaches. This is in fact in line with one of Bass’s (2002) suggestions for future leadership, i.e. that leaders will be prized for their innovativeness, responsiveness and flexibility. As the relationship between leaders and followers becomes more complex the balance of power in applying emotional leadership will become an increasingly interesting phenomenon. If the new leadership genre is going to hold a larger place in the future, business managers must increasingly understand that leadership is a process of gaining legitimization through behaviour.

The new leadership genre places the leader in a coaching role where leadership is understood increasingly from a psychological and conceptual perspective. Bass predicted in 1967 that in the year 2000 more business managers would take an interest in and be educated in the behavioural sciences which would spawn a scenario where business managers would increasingly be involved with creative and intellectual pursuits rather than micro-management. Furthermore he predicted that “more managers will see themselves in teaching roles vis-à-vis their subordinates. Teacher managers, whose evaluation will depend to some extent on how much they develop their subordinates, will become more commonplace” (in Avolio & Yammarino, 2002, p. 378). It was his contention that organizations would become more flexible and install training programmes in order to ensure that employees were more responsive and better equipped to adapt to changing environments (ibid, p. 375).

In the four companies we saw training programmes which appears to go with Bass’ suggestion that the teacher manager would be evaluated in how well he develops his subordinates. It was discussed how training programmes have been used in the four companies to encourage desired values upon their leaders. It was also noted how these training programmes had recently adopted certain modules which taught values resembling those of the new leadership genre. However, it has been questioned by scholars how much such training programmes actually impact leadership development (Storey, 2004). There is very little evidence as to the outcomes of these training programmes. This was also seen in the companies where the HR Directors underlined that although they found training programmes a key element to leadership development they did not measure the direct effects. In Nomeco, for example, the company measures the growth in leadership performance on a yearly basis. It was suggested that the yearly growth was linked to its leadership training modules. However,
no causal link between training and performance has been established due to difficulties in measuring this.

Nevertheless, through our investigation we have seen that leadership training programmes are being seen as increasingly important from both a theoretical and practical perspective. It was argued in all four companies that training is used to control what values are being taught to leaders and what behaviours the organization wants to promote among current and future leaders. In ISS, for example, a re-evaluation of its current leadership training is underway as it was discovered that the ability to equip leaders with strategic and conceptual tools was inadequate (I1, 68-71). The new approach to leadership training was argued to create a similar approach to leadership throughout the organization and to ensure that the behaviour of its leaders corresponded to the company’s nine leadership principles.

Despite this, it could be argued that this viewpoint is disputable. It is unsure, for example, whether all business managers want to be trained and schooled in a certain manner. As Storey (2004) argued, a dilemma exists when it comes to leadership development programmes. Leadership is a behavioural concept making “leadership more about doing than knowing” (ibid, p. 27). Managers who view leadership from a pragmatic point of view might feel that the training programmes are time-consuming and pointless. The ability for a leader to reflect on his leadership behaviour and macro strategic assessment could, therefore, be conflicting with his short-term duties of reaching objectives and operational targets. Furthermore, it is questionable whether all business managers perceive and understand the teachings in the same way. What a business manager takes with him from training depends on the interpretation of that individual person, which ultimately makes the learning subjective and difficult to measure; and even more difficult to ensure a common understanding of leadership.

A Question of Power

It seems that leadership has undergone a certain amount of transformation, going from the manager being what Bass (2002, p. 378) called a firefighter to now facing more intellectual challenges including being a facilitator and coach of subordinates. Although the concept of the new leadership genre at face value is based on a concern for employees’ well-being, it is still a more subtle way of ensuring enhanced organizational performance. Leadership can, therefore, ultimately be said to be an attempt at obtaining power. Bryman (1992) introduced
the concept of *dispersed leadership* which seeks to explain the power balance between leaders and followers. In essence he stated that leadership was becoming more decentralized and that power was increasingly shared between leaders and followers. Following from this, Haugaard (1997) stated that due to this dispersed leadership, leaders must differentiate themselves in order to maintain power. Therefore, it could be argued that in the future, an increasing, intellectual demography means that leaders must perceive and practice leadership from a more intricate perspective.

It has been argued that as society becomes more enlightened and egalitarian and as individuals become more cynical, employees will react negatively to directive leadership. Therefore, a leader must behave with respect to the values that constitute good leadership in his organization. For example, in COWI the most valuable consultants were described by the business managers as being *primadonnas* who would stall if given commands or directions. As a consequence, these employees were approached with particularly soft leadership behaviour in order to keep them motivated to perform.

This illustrates the complexity of leadership in contemporary business. Storey (2004) argued that when power is shared between leaders and followers it makes it difficult to ascertain who leads and who follows. Simultaneously, leaders can seemingly not practice directive leadership. As such, the new leadership genre should be understood as a process of leaders treating employees with motivation, stimulation and encouragement while at the same time using it as a camouflaged way of maintaining legitimacy and power. Following from this, the new leadership genre should not be seen as a *do-gooder* approach to leadership, but rather a more subtle and sophisticated way of exercising power. The new leadership genre has been claimed to be a moral pursuit and the interviewed business managers all expressed a desire to create follower satisfaction and enthusiastic working environments. However, we cannot know the exact, underlying motives for performing such leadership. As such, a discussion could be made of whether power is seen as a means for creating positive environments and results or whether the new leadership genre is a means for obtaining power.

**The Implications for Followers**

The fact that Danish business is increasingly a service culture leads to an environment where autonomy will be promoted and where motivation and reward to a higher extent will be done
through psychological efforts as opposed to economic exchanges. The transformational, servant and/or charismatic leadership approaches can be used as an attempt to motivate and inspire employees through psychological efforts. It is essentially what could be termed an emotionalization or internalization of employees which makes the leader become more than just a supervisor. Furthermore, as individuals become less loyal and respectful of authorities, leadership and power become more complex issues. It could be argued that this is one of the reasons for leadership today, to a large extent, being seen as something which is given by followers. Leadership is not something which is appointed through formal roles and job titles; rather it is created through social interactions. This view makes the new leadership genre relevant as it can possibly suit this complexity.

The new leadership genre is concerned with leading the whole employee, i.e. not just the worker but the human being inside. Increasingly the leader also takes on the role of therapist and personal coach, indicating an almost totalitarian approach to leadership. Today companies have different drivers in place to facilitate this emotionalization, e.g. employee development dialogues (MUS). These dialogues are among other things installed to ensure that employees can voice their opinions and also resemble the internal feedback mechanism which Bass predicted would be used in organizations in order to cater for transformation processes (Avolio & Yammarino, 2002).

Meanwhile, the actual outcome of leaders’ attempts at emotionalization through, for example, employee development dialogues is dispersed and idiosyncratic. Success or failure depends on the business managers’ leadership skills and the employees’ level of involvement. Therefore, it could be argued that although these drivers seem to be installed, it cannot be claimed that they are necessarily the key to success. It is unlikely whether all employees will respond positively to this totalitarian approach to leadership. They might question what personal and emotional relations have to do with them performing their jobs. Problems can thus arise as to what the consequences are for the employees who do not subscribe to this approach and for those who refuse to talk about emotions with their leaders. For example, the employees who view their jobs purely as a means of income might not be interested in participating in career advancement dialogues. There might even be negative consequences for organizations whose leaders approach their employees in a too therapeutic and emotional manner.
The Implications for Organizations

Bass (2002) claimed that in the year 2034, senior leadership would be concerned with empowering all levels of organizations to cater for an ever-changing business environment. It was his contention that organizations would become less bureaucratic and rule-driven and more mission-related, thus spurring on the notion that the new leadership genre will hold a larger place in future organizations than the more traditional management approach will (ibid, 2002). Avolio and Yammarino (2002, p. 386) argued that the new leadership genre constituted ideal leadership due to its moral pursuit. Furthermore, it was claimed that organizations will experience an improved ability to reach their objectives by allowing for autonomy among employees and by leaders encouraging employees to transcend their own self-interest in favour of organizational targets. When leaders set visions, promote employee self-efficacy and use motivation and stimulation in order for followers to reach this vision, the new leadership genre can present organizations with an alleged opportunity to help improve their performance.

However, whether the new leadership genre can actually improve organizational performance is disputed. Avolio & Bass (1998) attempted to remedy this when they developed the concept of the full-range leadership model. It was their claim that leaders would shift between behaviours in order to suit the context. One of these behaviours was transformational leadership and in order to assess its effectiveness, Bass (1985) developed the Multifactor Leadership Questionnaire (MLQ). The MLQ is a 20-question survey which seeks to identify leadership styles through a weighted answering method. It is described as the best-validated and most reliable instrument to measure transformational leadership (Antonakis & House, 2002, pp. 18-19).

Hancott (2005) also implemented the MLQ in his study of the correlation between the implementation of transformational leadership and company stock price performance in the top 100 public Canadian companies. The MLQ was answered by both CEOs and their direct subordinates. Based on the four primary behaviours of transformational leadership, as mentioned above in the analysis, Hancott’s (2005) findings were threefold.

Firstly, he found that transformational leadership was practiced in the best performing public companies in Canada. Secondly, he found that the companies which were performing poorly seemingly had lower levels of transformational leadership. Thirdly, transformational
leaders had longer periods of employment. Additionally, there was a similarity between how CEOs ranked their own abilities and how they were viewed by their followers. Especially *inspirational motivation* and *idealized influence* were seen from both sides as the most visible behaviours among leaders. This suggested a close leader-follower understanding and the results of the survey indicated that the correlation between organizational performance and transformational leadership were “significant and positive” (2005, p. 106). Antonakis and House (2002, p. 27) performed a similar test and concluded the following:

> We have evidence that behaviours of transformational leaders are associated with improved organizational effectiveness, follower satisfaction, and follower motive arousal, but this evidence does not imply that transformational leaders caused transformations in organizations and followers.

Although the best performing companies scored the highest on the MLQ 5X test, it was claimed that this was not enough to confirm that a direct link existed between transformational leaders and higher stock price. Although the findings of their MLQ test noted that companies where leaders scored highly on the MLQ 5X also had higher levels of performance, no definite causal link could be drawn. Nevertheless, both tests point towards a positive correlation between transformational leadership and performance and certainly that transformational leadership is being practiced in Western business cultures.

Berson and Avolio (2004) conducted a study of an Israeli telecommunications firm in order to measure transformational leadership and the ability to communicate strategic goals. They concluded that transformational leaders were more focused on expanding the organization and that these leaders had a larger ability to create alignment and agreement between themselves and their followers concerning organizational goals. Another contribution from the survey was that transformational leaders showed better abilities to listen and openly communicate messages on strategic goals. This was concluded to prove that leader-follower interactions were more aligned with transformational leaders than others.

It is therefore argued by some that the new leadership genre can improve organizational effectiveness. It can be claimed that the traditional management approach will improve organizational objectives in the short-term as immediate financial objectives and targets are addressed. However, the new leadership genre offers an approach to improve long-term effectiveness for organizations through increased levels of follower motivation and task arousal. Although the process of leaders gaining legitimization and follower attachment can
be detrimental to the fulfilment of short-term performance, the follower satisfaction and arousal as discussed by Antonakis and House can lead to an environment where followers perform beyond their immediate call of duty and pursue objectives which serve the organization’s best.

Nevertheless, as discussed, no-one has yet located the answer to what it takes to create good leadership. Leadership must be seen from a wider organizational perspective and future leadership research will have to take a more holistic approach and understand the many intricacies and contexts which affect leadership. The new leadership genre is an ideology which does not necessarily fit all contexts and may have to co-exist with other approaches. Furthermore, leaders alone have not yet been proven to be able to truly affect organizational performance and future research will have to appreciate the impact of followers and contexts to a larger extent. The leadership triangle proposes a more holistic model for approaching the concept of leadership in organizations and as such understanding this model in more depth can possibly increase the scope of leadership in the future.

Future Perspectives

Henrik Winther, VP at COWI, claimed that this softer and more inclusive approach to leadership can mean that employees and business managers find themselves too often sitting in circles and discussing instead of executing basic job tasks. The new leadership genre is essentially a humanization of leadership, but it could be argued that this approach comes at the cost of short-term efficiency. Furthermore, there is the issue of the leader being able to perform his original job tasks, namely organizing and maintaining performance levels. If the use of the new leadership genre is detrimental to the leader performing the basic tasks of leadership, it could mean that it will have difficulties gaining foundation in organizations. This is especially an issue in the current state of recession among Danish businesses where short-term performance is a key to survival.

It has been claimed that the more complex society gets, the more sophisticated leadership must become. However, issues can arise when leadership becomes too intricate and too complex, and when excessive emphasis is put on type of leadership as opposed to tasks of leadership. If organizations place too much focus on how they want leaders to act rather than how they perform, the process can become overly sophisticated and put excessive pressure on
the leader to conform to desired leadership values. Being able to juggle basic leadership tasks with the conceptual approaches of how to gain legitimacy, be inspirational and create follower attachment demands a lot from the leader and can be detrimental to the leader’s performance. It almost necessitates advanced abilities which many leaders may not possess and can result in leaders becoming pressured and stressed.

The leadership training programmes taught in the four companies were in many cases claimed to be used in order to create alignment of leadership approaches and values. However, following the concept of the leadership pipeline, leaders should learn different skills at different levels. Teaching all leaders the same skills could mean that especially the lower levels of management might not be able to grasp the full value of the programmes. This could make business managers confused. Thus different aspects of the new leadership genre may necessarily have to be taught according to organizational level.

As mentioned in the summary of the analysis, an argument could be put forward that the new leadership genre is better practiced in environments where employees have a higher academic background. The industrial efficiency of Taylor and Theory X of McGregor (1960) relate to manufacturing environments where employees were seen as units of production; concepts which today are of decreasing significance. The increasing, intellectual demography potentially argues for a revisit of leadership. In COWI and Nordea which by definition employ more academic employees, more sophisticated leadership approaches were already installed. What is interesting is that the two other companies, ISS and Nomeco, which historically saw employees as production units, were now reassessing their approach to leadership. The more traditional approach of micro-managing employees in order to create efficiency in production was now changing into an environment where employees were encouraged to be more autonomous and motivated to come up with their own ideas.

In Nomeco, the business manager’s relationship with factory workers and truck drivers was seemingly more of a stimulating and inspirational nature, where the workers were empowered to do things themselves without the business managers looking over their shoulders. In ISS, the cleaning staff was encouraged to seek upwards in the organization and it was a future desire for a number of lower-level employees to reach higher levels of business management. Furthermore, the analogy that school cleaning staff were improving children’s education by doing a good job, seemingly illustrates this desire to inspire and motivate
employees. This shows signs of the new leadership genre becoming increasingly visible in organizations that, historically, have lower academic backgrounds seen through the attempts at motivating followers to perform beyond what is otherwise expected of them.

Although these arguments are based on interviews with only 12 business managers and cannot be said to represent the absolute truth, it opens up for an investigation of the possible correlation between emotional leadership and the level of academic background with employees in Danish businesses. Seeing as the debate at the moment is identifying innovation and creative thinking as Danish businesses’ key competitive advantage, further research within this apparent relation could be of great relevance.
CONCLUSIONS

We initiated this thesis by explaining our problem statement i.e. that in the aftermath of the financial crisis, society claimed businesses were suffering from poor leadership and that business managers had failed to act responsibly and/or ethically in their approach to leadership. Furthermore, we claimed that due to Danish business being in a state of recession and existing in a society where there is an increasing intellectual demography, leadership needs revisiting. The new leadership genre has been claimed to be able to cater for this increasing complexity and has been claimed to have positive impacts on organizational performance. It was therefore the purpose of this thesis to see whether signs of the new leadership genre were visible within Danish businesses.

We have been able to identify signs of the new leadership genre based on interviews with twelve business managers. First, we saw a larger focus on employee and customer satisfaction and that financial performance alone was no longer enough to be deemed a good leader. Second, we saw that the promotion and evaluation parameters for business managers with staff responsibility had changed and that only employees who portrayed desired leadership values were considered for line manager positions. Additionally, the questionnaire statements from the employee satisfaction surveys placed emotional leadership as one of the key indicators for good leadership. Aspects of these surveys and career tracks included values which resembled the notions of the new leadership genre, e.g. the business managers’ ability to support individual initiatives and the seeking of new perspectives. Third, leadership training programmes provided insight into how the organizations communicated their desired leadership principles. Again some of the leadership values taught in these programmes corresponded with the new leadership genre, e.g. social relations, transformation processes, coaching and expressing values.

Fourth, transformational leadership was noted in the business managers’ discussions of how to communicate visions and motivate and stimulate employees. This was done through
the provision of meaning and the establishment of emotional attachment with followers. Especially in companies that were going through transition phases such as ISS and Nomeco, much emphasis was placed upon the leader acting as a role model, engaging employees and showing high ethical values. This was claimed to be done in order to create convergence between the individual employees and the organization as an entity. In COWI and Nordea we saw that these values had been embedded in the respective leadership cultures for a longer time.

Fifth, the concept of servant-leadership was also seen, although, particularly in the lower levels of management. Here employee attention and development was seemingly prioritized above strategic, organizational goals. The most visible example was the lower-lever manager in ISS. It was argued that he portrayed a larger focus on well-being and sense of loyalty to his team than to the organization. It was noted in the same company that when these managers were promoted to higher hierarchical levels, they would adopt a more strategic outlook.

Sixth, charismatic leadership was seen in the sense that business managers viewed communication, enthusiasm and the ability to empower followers as important aspects of good leadership. Charismatic leadership was identified as a social phenomenon created between leaders and followers. It was discussed in Nomeco how leadership was a journey which followers had to be a part of, and that the ability to express visions with enthusiasm enabled followers to attach to those visions.

Finally, although the business managers discussed how they at times practiced leadership in a way that resembled the new leadership genre, it was claimed that this was ultimately a tool for gaining power and improving organizational performance. However, it could be discussed whether short-term performance and the ability for business managers to conduct their basic tasks will be jeopardized when adopting softer approaches to leadership. Furthermore, a discussion can be made of whether power is viewed as a means for obtaining employee satisfaction and enhanced performance or whether the new leadership genre is a sophisticated means for obtaining power on its own.

The findings of this thesis are only based on leaders’ points of view and thus a limit exists as to how much these findings can be applied in a general discussion of the presence of the new leadership genre. More elaborate research within all three aspects of the leadership triangle needs to be done in order to be able to claim that the new leadership genre truly holds
Conclusions

a place within contemporary leadership practice. New leadership theory will continue to be introduced and each theory will be contested and compared to previous ones. Whether the new leadership genre will be visible in the future is unknown. However, in ISS, Nordea, Nomeco and COWI it was claimed that the adoption of softer leadership aspects was a recent phenomenon, thus indicating that the new leadership genre will have some relevance for the future practice of leadership.

Storey stated that there are no clear answers as to what constitutes good leadership and that the attempts to do so, reveal contradictory outcomes (2004, p. 340). It could also be argued that even if such answers could be identified, it would be difficult to learn and implement these. While the new leadership genre, on the face of it, proposes a more ethical and responsible approach to leadership, it is questionable whether it can solve all leadership problems. Although society is calling for a revised approach to leadership, the many paths that have been created in recent leadership theory make it unlikely to assume that any approach is a “one size fits all” solution, either for organizations or society.


APPENDICES

Separate binder: Interview Transcriptions
Appendix 1: Interview Guide
Appendix 2: ISS Employee Engagement Survey
Appendix 3: Nordea Employee Satisfaction Index (ESI)
Appendix 4: Nomeco Employee Satisfaction Survey
Appendix 5: ISS Service Manager Education
Appendix 6: Nordea Leadership Training Programmes
Appendix 7: Nomeco Leadership Training Modules
Appendix 1: Interview Guide

What is your job title?
How many years have you been employed in this company?
How many years have you had your current position?
How many employees do you have in direct reference?

What values define the organization?
What leadership culture are you pursuing in your organization?
If you should describe what good leadership is in your organization, what would you describe as important?
How does your leadership style match the values and attitudes that the organization desires?
What are the organization’s main challenges and how do you approach them?
How big of a theme is leadership in your organization?
Do you see a conscious change in the organization’s leadership style in different situations?
Have you seen a change in the leadership culture of the organization and why?
How has your leadership style changed along the changes in the organization and society?

Questions specifically for the HR Directors

What is the organization’s approach to the relationship between business managers and employees?
How much do you talk about leadership internally?
How much contact does your organization have to the theoretical field of leadership?
How do you see the leadership culture in the organization?
How do you handle talents internally?
Appendix 2: ISS Employee Engagement Survey

Confidential. Not included in this version.
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Appendix 4: Nomeco Employee Satisfaction Survey
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