Leadership in Small Firms in Norway and Denmark

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Abstract

By combining the theories of entrepreneurial leadership and distributed leadership I have conducted a research if this combination can be an appropriate description of the internal operations of a small firm in Norway or Denmark. With a lack of studies done on such firms it is interesting to see how we can apply leadership theories to such firms. What I found was that the combination of entrepreneurial leadership and distributed leadership can be applied in most cases. But in these firms, however, we might even find an absence of leadership, this because the qualities of the collective entrepreneurship don't agree with the leadership concepts that are developed in relation to large firms. I therefor found it inappropriate in some cases to apply the word leadership to the internal dynamics in the small firm and question if there is no leadership at all.

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1 Introduction

Leadership has become a well-known term, and we can find a very large amount of studies done on leadership and leadership theories. However, most of the studies have been conducted with large firms in mind and often done on American firms. This makes it difficult to address leadership in smaller firms and find theory that can be used to describe the internal dynamics in such firms. In this paper I try to establish an understanding of the leadership in small firms in Denmark and in Norway.

In the following chapters I will present a review of the literature on the entrepreneurial leadership and distributed leadership and thereafter compare this to my findings. Thereafter I will present a more critical angle, questioning if we find any leadership at all in this type of firm, or if leadership theory is inadequate to describe the internal dynamics of these firms. This brings me to my research questions:

> **RQ1.**   **What combination of entrepreneurial leadership and distributed leadership helps explain the operational dynamics of small firms in Norway and Denmark?**
>
> **RQ2.**   **Is leadership an inappropriate term to describe the internal dynamics in such firms?**

The paper's main focus, however, is RQ1.

My research is based on small firms with 10-35 employees where the manager is either the owner manager, the entrepreneur, or not related to the start-up period of the firm, which I call "new manager". These firms are also growing financially, which means they are not at a point where the existence of the firm is set into question. Such crisis would create a whole other situation where the leadership would be different and this would make the findings more unreliable. The firms interviewed and the firms who have answered my survey where hand picked for all these qualities.

When leadership in small firms is mentioned in literature it is often compared to entrepreneurial leadership. The difference between these two is discussed in the article written by Cartland et al "Differentiating Entrepreneurs from Small Business Owners: A Conceptualization", where they describe the two as having many of the same qualities. However, the entrepreneurial firm is built to grow, and this is its sole purpose, whereas a small firm often stays a small firm. This is due to the level of innovation in the entrepreneurial firm. In this paper I refer to all the firms as small firms, and rather applying the distributed entrepreneurial leadership theory.

When exploring leadership in small firms, I whish to compare the internal dynamics of these firms to entrepreneurial leadership. One of the criteria of entrepreneurial firms is that they are growing and they want financial growth. Many of the firms in my research also stated "growth" as a goal for their firm. Entrepreneurial theory suggests that an entrepreneurial firm needs distributed leadership to grow, and therefor I test if there is a combination of the two that is the correct assumption for these firms. However, a firm that is doing well will not have such clear leadership manifestations, which a firm in crisis does. It is said that leadership mostly comes to show when the employees need it, which is in times of crisis. This can thus inhibit my research, as the employees might not have seen the leadership in the firm very clearly.

By looking at the culture in a small firm we see that is very strong; it is built by the entrepreneur from the start-up phase to make the employees see the vision of the entrepreneur and understand it in a way that makes them willing to work hard achieve it. A small firm is not able to offer short working hours or financial incentives, and therefor there has to be something else that motivates the employees to work. I will question if the strong culture in the small firm takes over for some of the leadership in such firm. So in addition to comparing to entrepreneurial and distributed leadership I will also, by looking at the empirical data and comparing to the theory, see if there is any leadership at all in a small firm.

Because I question the actual existence of leadership in these firms, I refer to the person managing and attempting to lead the firm as "the manager" throughout this paper. However, I have applied the terminology used in the theory wherever theory is discussed.

This paper is divided into six chapters, starting with this introduction and moving forward to the methods where I present a general knowledge of research methods and thereafter a presentation of the methods applied in my research. Chapter 2 is a review of the literature, which lays a basis for chapter 3 and 4 where I present my findings and try to answer RQ1. The second research question, RQ2, is discussed in chapter 5 where I critically review my findings and the literature, and look at alternative literature on leadership. Finally, the last chapter, chapter 6, will conclude this paper.

2 Methods

In order to get a more complex view of the leadership that takes place in small firms in Norway and Denmark, I have chosen to do both qualitative interviews, and quantitative surveys. This allows me to get data from more firms, and at the same time go in-depth in the firm of which I did interviews. The interviews where semi structured, which made it possible for me to be enlightened throughout the process, and thereafter adjust the interviews as I went along. Ultimately this research is based on data collected from 63 survey replies and 10 interviews. In this chapter I present both the quantitative and the qualitative research I have conducted to form this paper.

2.1 The Qualitative research

Before starting a research we have assumptions of how the reality is. In this part I will look at the qualitative research as a way to collect knowledge. Social science can be defined as a system of concepts and relations which reflect each other and which summarizes perceptions, requirements and knowledge about the society. Empiricism on the other hand is experience-based information; it is information about the actual conditions of the society(Grønmo 2004). So when we are doing research we want to know how things really are so we are looking for empirical data.

When choosing sources of information to a research paper Grønnmo (2004) highlights the fact that one has to be critical. He mentions four issues of where it is important to make assessments:

- Availability – interesting sources might not be available for interviews or observation.
- Relevance - the available sources might not be relevant for this study in particular
- Authenticity – before using a source one has to know it if is real and what it claims to be
- Trustworthy – one has to be critical to the information even if the source is authentic

(Grønmo 2004)

Data is information that has been processed, systemized and registered to a certain shape and with an aim for a certain analysis(Grønmo 2004). We can divide the data into two main groups based on their abilities; quantitative data and qualitative data. We express quantitative data in numbers and everything else qualifies as qualitative data.

For my research I chose to do interviews in two firms, one in Denmark and one in Norway. Going back to the four issues addressed by Grønmo(2004) I was lucky to find two companies which allowed me to talk to them. But when it comes to *availability* in general it was challenging finding firms which where willing to talk to me. Even if the right sources are there, they were not willing participate. But by working in one of the firms during my research I had the possibility to conduct interviews with the employees during work hours, with permission from the manager. This also made the sources very available to me, at all time making it possible to do follow up questions after the interview was over. I was also lucky to get access to a Norwegian firm. Here I was unable to interview any of the employees not working in the administration, as none of them where available for interviews during work hours. Going forward to the *relevance* of my sources, the two companies fulfil my criteria for the firms I wanted to get data from. They are growing financially, have less than 35 employees and they have an owner manager. Knowing the managers of the two companies from work and through family I also knew the sources are both *authentic*. Both the companies have existed for several years and are well known in their respective countries. In the interviews I made clear to the interviewee that there where no correct answers and made the questions neutral and tried not to explain in a leading way. This makes the interviewee unable to cheat and the replies *trustworthy*. By being critical to the sources I know I can rely on the data I extract from the interviews.

The method of using qualitative research gives me as researcher more freedom to get specific answers, and to ask follow-up questions when something is unclear or very interesting. For the interviews I have used a semi-structured approach; I was prepared with an interview guide (Bryman, Bell 2011), a list of questions and topics,

which was changed as I learned more and more about the employees' thoughts and the build-up of the firm.

2.1.1   Challenges when doing qualitative research in the form of interviews

There are challenges when doing interviews as well(Gundersen 1986). Firstly, the respondents often want to give the "right" answer, which prevent them from giving me the answers I need. When I felt the answers where an effort to say the *right* thing, I used follow-up questions such as "But what/how do you think about/feel about/experience this? ". By underlining that there are no right answers, and that I am only interested in their personal opinion, the respondents got more talkative and thoughtful. Also, after some interviews, I, the interviewer, knew what they would answer on some questions. This can create interviewer bias, meaning that the interviewer use a certain tone that leads the interviewee to answer differently than he or she normally would(Saunders, Lewis & Thornhill 2012). Secondly, the fact that there needed to be a recorder there, made the respondents more cautious of their answers. I tried levelling this out by doing the interviews in their offices and their lunchrooms, which are safe environments and places where they feel more in charge than I as the outsider does. And I made it more similar to a friendly conversation than an interview by serving coffee and homemade pastry. I also included the last "chat" after the interviews on my recorder. After finishing the interview, some asked how they had done and how it had been compared to their co-workers. Everyone worried they had answered something wrong. If I then mentioned general opinions of the others, those I found interesting, the interview object got suddenly very talkative about these topics, thinking the interview was over, and had already forgotten about the recorder. Lastly, a third challenge of doing qualitative interviews is not guiding the respondents in their answers. I already know what kind of answer I want, so when I ask follow-up questions to the most interesting quotes, I have to be careful not to ask guiding questions, but open-ended questions where they can reflect more deeply themselves, without much help from me.

Finding firms that where willing to give me some of their time turned out to be the biggest challenge. Having a topic concentrated around small firms I had to make the

manager as enthusiastic about the topic as I am. These small firms are often understaffed, or the employees are overworked, and they don't have time for a master student wanting to do interviews. Also, I experienced some managers being sensitive about the topic, thinking I wanted to analyse them and not the leadership in general. This can be a result of the poor vocabulary we have in Norwegian concerning leadership. As in Danish we have one word "ledelse" which is more of a general term including both leadership and management, and also meaning the physical people constructing the top management. However, using the Danish word "lederskab" can be more explanatory of leadership. I thus used both English and Norwegian words in the interviews.

2.1.2 Selecting the Companies

When selecting the two companies I weighted the fact that there is an owner manager, this is relevant because the manager has then been with the company from the start, and also have a more personal connection to the firm. He can then tell me how the company has changed since start-up and how his leadership has changed. I also wanted the company to be successful in the way that it is not in any financial crisis situation, but rather that it is doing quite well in its field. The number of employees I set to 35 or less, but no fewer than ten. This is small enough to get the small company feel, and large enough for the company to have developed some kind of structure and a small administration. Lastly, I only selected growth firms, due to the fact that these live to grow and want to become large. This is an important factor when determining leadership theories, as non-growth firm will have a completely different culture and different issues, and this would be too much to take into account for this paper. Below are a more thorough introduction of both firms and an overview of the employees I have talked to.

2.2 The Quantitative Research

As earlier mentioned, my research includes both qualitative and quantitative research, due to the lack of information already existing. Quantitative data is measured in numbers or other numerical terms, and it is conducted on a more general basis than the in depth ways of qualitative data. There are different ways of conducting quantitative research; structured observations, structured questioning

(surveys) and quantitative document analysis (Grønmo 2004). In my quantitative research I chose to do surveys. By using a survey, I get a more general opinion and I reach out to even more people then with only doing interviews(Gundersen 1986).

In a survey it is important to use questions that are neutral and which does not lead the recipient to a certain answer. And the survey needs to be easy to finish and the questions need to be understandable. My questions are constructed to give as much information as possible, in few and simple questions. I have some open-ended questions, so that the respondent can elaborate on some of the closed questions, and the rest are closed questions where the respondent mostly rate the question to what degree it fits their situation. The closed questions allow me to do cross analysis and extract data from this, at the same time I can analyse the open-ended questions separately and extract key words relevant to the research questions.

2.2.1 Challenges when doing quantitative research in the form of surveys

There are also challenges to doing questionnaires; people are overwhelmed by surveys on a weekly basis, on the Internet, in their e-mails, in the store, on the phone and so forth. So one would expect most of those receiving my questionnaire to discard it. By making the e-mail personal and giving them information about my project, I hope to have attracted as many as possible to answer my survey.

In some of my survey questions I used multiple-indicator measures, asking how correct my statements where. Questions like these can falsely group many respondents who does not understand the question or who doesn't feel they fit at all with any of the choices (Bryman, Bell 2011). I tried to avoid this by having a choice for the ones who didn't feel like anything fit, or if they didn't know. They also had the choice to jump to the next questions, which according to the result, some did. A survey should at best consist of only questions where the respondent can "check off " the answers, this to make the time spent as little as possible and to avoid fatigue and the respondent ending before the survey is done. Despite this I chose to have open-ended questions as well; I wanted more information and also I had questions that needed elaboration. These questions fit better under the qualitative analysis,

but I will discuss these together with the rest of the data from the survey. This is to make the structure of this thesis better.

Because I chose to send out my survey over the Internet by email one challenge is to know the reliability of the data(Saunders, Lewis & Thornhill 2012). I do not know who has answered the survey and I cannot know if the answers are reliable. However, the receiving firms have been checked as far as possible to see if they fit my criteria. Also because I research small firms I am interested in the opinion of all employees and the employees in small firms all know what is going on in the whole firm due to the size.

2.2.2   Selecting the respondents

When selecting the firms which I sent my surveys to I used a program available to me at Gavekortet.dk, www.proff.no. This Internet page allowed me to extract as many firms as I needed with the information I wanted. After screening out the firms with more than 30 or less than 10 employees, with negative growth numbers and connected to a larger firm, I got a list with the name of the manager and the available email address. By looking at this information, I sent an email to all of those I regarded as relevant. After sending the survey out to 200 firms, I ended up with 63 replies.

2.3   Data analysis

Qualitative data is based on meanings expressed through words and are analysed through the use of conceptualization. Qualitative data rely on human cognition it is more likely to be more ambiguous, elastic and complex than quantitative data. When analysing the data you may use either an inductive or a deductive approach. By using an inductive approach you use your data and build up a theory around this. And by using a deductive approach you use already existing theory and build a research based on this. In this paper I have used a deductive approach, basing my interview on the theory of entrepreneurial leadership and distributed leadership(Saunders, Lewis & Thornhill 2012).

When analysing the interviews I transcribe everything, and then categorize the different answers and quotes in main groups. That way I am able to extract themes

that are reoccurring throughout the conversations or the interviews. When transcribing I include only fruitful information, this to save time, as transcribing is a very time consuming analysis technique(Bryman, Bell 2011). However, this also allows me to easily pick out quotes which are interesting to my research, and which also can be helpful for making a conclusion.

The quantitative data is based on numbers and will therefor be analysed with the help of diagrams and statistics. Quantitative data in its raw form convey very little information, therefor we need to analyse it to make meaning and use of the data. The quantitative data refers to numerical data or categorical data, where numerical data can be measured in numbers and categorical data refers to those values of which we cannot present in numbers but rather in categories according to characteristics. In this paper I only use primary data from my surveys. In order to analyse the quantitative data there are many tools, such as Excel. In this case I use SurveyXact to both collect and analyse the data(Saunders, Lewis & Thornhill 2012).

The data collection from the surveys is done in three parts. For one I separate the open-ended questions in order to extract keywords that are relevant to the entrepreneurial leadership theory or to the distributed leadership theory. By counting these and seeing the frequency of certain words opposed to other words, I am able base some conclusions on this. The open-ended questions are also used as quotes, however, it is not common to spend much time answering surveys, and therefor not produce very good answers. Second, I studied the general tendencies in the multiple-indicator questions and used this information to comment where the answers where unanimous and where the answers where more scattered. Third, I used SurveyXact to separate those who said they had an owner manager or the manager who started the firm and those so said they had a new manager, not related to the start-up of the firm. This made it possible for me to see if there where a significant difference to the answers of the two groups. I am also lucky to have a close to 50% in each group so that the analysis of this data becomes more reliable.

3 Literature review

Leadership is an ontological term and therefor makes it difficult to define, meaning it is something we claim is there, but it is still hard to explain. One attempt, however, to define leadership is done by Yukl (1989):

> "The leadership is defined broadly in this article to include influencing task objectives and strategies, influencing commitment and compliance in task behaviour to achieve these objectives, influencing group maintenance and identification, and influencing the culture of an organization." (YUKL 1989)

Because leadership is ontological, the definition will change with the people who define it and with the situation it is taken from. Therefor I will not try to define leadership myself in this paper but rather use Yukl's attempt and also the characteristics mentioned in entrepreneurial leadership theory and distributed leadership theory when answering my research questions.

Further, I base a lot of my research on Cope, Kempster and Parry's article; "Exploring Distributed leadership in the Small Business Context"(2011). Describing the entrepreneurial firm and how it needs an effort from all employees, distributed leadership, in order to grow and therefore also to survive. They also address the dilemma of distributed leadership in an entrepreneurial firm, where the theory of leadership being distributed gives little space for the entrepreneur to be just that, an entrepreneur.

3.1 The small firm

In the article of Cope et al (2011) they describe the manager of an entrepreneurial firm as a person with many tasks such as being the sales representative, the financial controller, the human resource manager and so on. He or she takes on the responsibility of most aspects of the running of the firm, which makes them differ from a manager responsible for a larger company, who's tasks are more one-tracked. The entrepreneur will also need other qualifications in order to manage an entrepreneurial firm or a small firm. Further, the decision-making process in a small firm is much shorter than in large firms, this because of the size of the firm, and the

organizational structure, or lack of it. This also leads to less organizational constrains, and a shorter path of communication which makes the influence of both the employees and the manager much more visible (Daily et al. 2002). This possible influence can be a great advantage for the employees, they are heard and they can get their ideas through to the management to a much greater degree than in a large firm. However, the main difference between a small firm and a large firm is the economy. The leadership in a small firm has to be adapted to the extremely limited resources (Carland et al. 1984), which also make the effort of the employees so much more important. Also, the manager of the firm, even if it is the founder entrepreneur, or if it is lead by someone else, has to take on all the roles the typical middle managers normally would take(Cope, Kempster & Parry 2011). This naturally makes the time to be a leader and a motivator for the employees limited.

3.2   The entrepreneurial leader

According to many scholars the entrepreneurial leaders have some characteristics that make them differ from other types of leaders. The characteristics they highlight are risk-taking, the need for autonomy, self-efficiency and locus of control (Stewart Jr. et al. 1999, Vecchio 2003). He or she also has to be persuasive and able to motivate employees, this meaning not using a dictatorial leadership style (Burns 2010). In other words, entrepreneurial leaders ought to use soft power instead of hard power (Nye Jr. 2010) if they want success. However, in Nye's article, he says that neither soft power nor hard power will give the most effective result concerning leadership. Rather, a combination of the two would be the best, he calls this *smart power*. There also comes a time when the small firms are no longer small enough. Small growing firms still lead by their founder come to a point where they need more from their manager than the typical entrepreneur can provide, and there will be a change of manager(Burns 2010, Churchill, Lewis 1983). Before this change, the organizational structure is formed with an owner manager, or a manager that has direct contact with the workforce at all times, there are no middle managers in between. But when the need for a change comes, the structure changes to become slightly more hierarchal with middle managers that create a more structured organization (Chell, Tracey 2005).

Churchill and Lewis (1983) also writes about important factors determining the success or failure of a small company, one of which is the willingness and ability of the owner manager to delegate the responsibility of managing the firm, which contradicts some of the characteristics of an entrepreneur, for example locus of control. When discussing entrepreneurial leadership, the entrepreneur is a natural central person. However, even if we like the lone hero, an entrepreneur is most likely to be surrounded by a team who makes the success possible (Cooney 2005). This idea of collective entrepreneurship was early discussed by Robert B Reich(1987), which sees the success of the entrepreneur as the effort of a team and questions the term *entrepreneurial hero* as singular and not plural. He further remarks that economical success depends on the commitment and the energy of the team.

Stages of Firm Start-Up

	Pre-launch and Launch		On-going Concern		Exiting

Actions	**Develop Concept** **Evaluate Opportunities** **Assess Resources** **Acquire Resources**	**Manage Resources** **Harvest Results** **Culture Creation**	**Disengage** **Depart**

Relevant Micro-Macro Factors

Psychological Factors	**Big Five** **Social Capital** **Demographics (as surrogates)**	**Big Five** **Social Capital** **Follower Attributes** **Strategic Response** **Person-System Fit** **Framing & Biases**	**Fatigue** **Family**
Economic Factors	**Capital Availability** **Alternative Opportunities** **Support Mechanisms**	**External Threats** **(competitors, market** **exhaustion, innovations)**	**Financials** **Firings**

Figure 1: A model showing entrepreneurial leadership, including process and level influences.

Source: Vecchio 2003 in Human Resource Management Review 13.

Figure 1 shows the stages of the entrepreneurial process, with the inevitable "exit" at the end. Vecchio(2003) explains the reason for the depart of the entrepreneur as important in the entrepreneurial process because of the qualities of an entrepreneur. He suggests that if the entrepreneur has the qualities needed to start a company successfully, he will not have the qualities needed to lead and run this

firm in the future and therefor someone else will have to take over the leadership of the firm at some point. He also highlights the "Big Five" personality traits of the entrepreneur, which again are: Risk-taker, need for autonomy, need for achievement, self-efficacy and locus of control(Stewart Jr. et al. 1999). These personality traits are necessary for the start-up of the firm, and the entrepreneurial leader is crucial for the firm to grow, but in the end, these are what make the entrepreneurial leader unable to lead a larger firm. However, it needs to be mentioned that life-cycle models are being criticized for not being relevant, as a small firm will not have the same problems at the same time, and the models will at best help understand some inevitable organizational changes (Kempster, Cope 2010).

3.3   The Employee in the Entrepreneurial Firm

Most leadership theories assume a leader has followers and the followers in the theory of entrepreneurial leadership also have characteristics. The economy in such small firms is not as great as it is in larger firms, and they can therefor not offer money or high pay checks as a motivational incentive. However, the possibility of getting your word in with the management and pitching ideas are great privileges and the reality in an entrepreneurial firm. The communicational road is so short, and with the lack of bureaucracy, the employees therefor have a great chance to change their work tasks, or the firm as a whole(Daily et al. 2002). The employees must therefor be motivated by empowerment, and they must be willing to put in a lot more time and effort into the company than they might have to in a larger firm which don't have the possibility to listen to all the employees(Cope, Kempster & Parry 2011, Reich 1987). As mentioned in part 3.2 the effort of the employees are essential for success, the employees need to be leaders as well and take responsibility for the firm's well being. In other words, there is a need for distributed leadership in order to make a small firm be successful and this makes it essential for the leadership in the firm to be motivating enough to make the employees do the extra effort.

3.4 The Entrepreneurial Firm

As mentioned before, the entrepreneurial firm is not as liquid as a larger firm, and will not be able to compete with the larger firms and their "deep pockets" in all aspects. It will have certain managerial limitations due to these financial shortcomings. However, the only purpose for an entrepreneurial firm is to grow financially and in size (Carland et al. 1984). In order to make growth happen, everyone must pull in the same direction and have to take responsibility for their success. So in order to grow, the entrepreneurial firm needs distributed leadership (Cope, Kempster & Parry 2011). This way all the employees are leaders in different situations; they carry the responsibility and will to achieve the goal alongside the owner manager, or the entrepreneur. Luckily the path of communication in an entrepreneurial firm is very short (Daily et al. 2002) which makes the influence of the employee, or follower much more evident. And it makes it possible for the employee to affect the future of the firm in a way, as the entrepreneurial firm relies on continuous innovation in order to grow and stay in the market (Carland et al. 1984).

3.4.1 Distributed leadership in the entrepreneurial firm

By stating that several smaller leaders make up entrepreneurial leadership, like suggested in the article of Reich (1987) "Entrepreneurship Reconsidered", entrepreneurial leadership becomes part of distributed leadership. The theory of distributed leadership is a modern approach to leadership that concerns the individual leaders and their attributes and behaviours (Bolden, 2007). Small companies who have a vision of continuous growth are companies who need to be designed to renew themselves continuously and they also need innovation at all levels. This will create a different organizational structure than the one we might find in larger companies, with middle managers and visible hierarchy. The structure created in the smaller company is less hierarchical and less controlled (Reich 1987). Cope et al (2011) also suggests there has to be a significant change in the leader-follower relationship in a small firm, because they would need distributed leadership in order to grow. This is why it is interesting to have a look at distributed leadership as well as entrepreneurial leadership in this research context. The ideas of collective entrepreneurship have many similarities to distributed leadership,

where the responsibility is shared, and everyone who act like leaders, can be a leader. As the venture grows there is an increasing need for other people besides the manager to take responsibilities and to make decisions (Cope, Kempster & Parry 2011). Distributed leadership means that the employees are more co-founders of leadership rather then just the recipients of leadership. Anyone who demonstrates leadership is considered a leader, and it is no longer only the leader who can demonstrate leadership (Jackson, Parry 2007). This explanation of distributed leadership agrees with the theory of entrepreneurial leadership being a team effort, as presented by Reich (1987).

Table 1 gives a simple overview of the theory discussed with account to the entrepreneurial leader, the follower in the entrepreneurial firm and the entrepreneurial firm.

Table 1: Characteristic of the entrepreneur, the employee of an entrepreneurial firm and the entrepreneurial firm

The entrepreneurial leader	Employees in the entrepreneurial firm	The entrepreneurial firm
The entrepreneurial leader is a risk-taker, have a need for achievement, a need for autonomy, self-efficient and locus of control (the *Big Five*)(Vecchio 2003)	Motivated by empowerment(Cope, Kempster & Parry 2011)	Need distributed leadership to grow(Cope, Kempster & Parry 2011)
Needs to be able to communicate his abstract vision to his followers in order to reach it (Ruvio, Rosenblatt & Hertz-Lazarowitz 2010, D'Amboise, Muldowney 1988, Carland et al. 1984)	Must be willing to put in a lot of time and energy into the firm and the vision of the entrepreneur (Cope, Kempster & Parry 2011), (Reich 1987)	Only purpose of the firm is profit and growth (Carland et al. 1984)
Need to communicate with the followers at a high level (Cope, Kempster & Parry 2011)	Short decision process makes their influence more evident (Daily et al. 2002)	The firm is characterized by an innovative strategic practices (Carland et al. 1984) or collective entrepreneurship (Reich, 1987) , and the road of communication is short(Daily et al. 2002, Reich 1987)
Not able to manage a larger firm (Burns 2010, Churchill, Lewis 1983)	Will need another type of leadership when the firm reaches a certain size (Burns 2010)	Will at some point outgrow the entrepreneur (Burns 2010, Churchill, Lewis 1983)

3.5 No leadership at all?

The theory of entrepreneurial leadership is not qualified as leadership by many scholars; it is rarely mentioned in any literature regarding leadership. When entrepreneurship is mentioned it is in a position where it is compared to leadership and not included in the leadership concept, suggesting you cannot execute leadership and be an entrepreneur at the same time(Burns 2010, Churchill, Lewis 1983).

If we revisit the definition of leadership at the beginning of this chapter, referring to Yukl 1989, Alvesson and Sveningsson(2003) points out that one can swap the word "leadership" with both culture and strategy and still it would make sense. Suggesting leadership is not something we can define and that the attempts of definitions might as well define other organizational dynamics. Further suggesting that leadership does not exist at all beyond attributions and discourse. This because the leadership tends to disappear, the intended structure is almost never actually carried out, making leadership more about talk and less about action, which hardly can make any influence at all. The fact is also that anything can be seen as leadership or not as leadership by looking at different definitions.

Leadership theory is difficult to apply to a certain leader or firm as leaders would always be perceived different from different angles; one follower can interpret a leader's action as democratic and helpful, as another follower can see it as for example degrading and unhelpful, as will the perception of the leadership in the firm (Schyns, Schilling 2011). This makes the result of a study like this slightly unreliable and ambiguous, as it is based purely on observations, interviews and surveys, or in other words, based on people's opinions.

Alvesson and Svenningson (2003b) has conducted a study where they asked managers in a knowledge intensive firm what they found as an important qualities when exercising leadership, they answered "listening and chatting" which differs from the literature on this topic. "If mundane activities are central to leadership then

it seems difficult to argue that leadership differs greatly from what non-leaders do" (Alvesson, Sveningsson 2003b). This quote suggests that the term leadership becomes so vague they are not sure leadership even exist, they further argue that the fact that a manager is doing these mundane acts, that scholars call leadership, is what makes the acts "leadership". The book written by Joseph Badaracco(2002) describing "quiet leadership" is a good example of this, where a handful of every day acts are explained as quiet leadership. He further explains that all situations need a person who thinks before he acts and who can make the right decision(Badaracco 2002). The book gives a good description of how we can find leadership in any situation where one takes on some responsibility; this book underlines the point of Alvesson and Sveninsson (2003b) quite strongly, that the term leadership is so wide it can describe everything and nothing. For example the managers interviewed in this article do not see listening and chatting as a mundane or ordinary activity, they see it as something essential for their leadership style, explaining that they received critique when they didn't focus on listening and chatting with the employees. In other words the leadership and leadership qualities are seen differently by these managers, who strongly believe they are performing leadership.

By making mundane acts a sign of leadership, it washes out the term "leadership". It doesn't make any sense that the same act performed by a manager will be called leadership, and by anyone else it will not be regarded as leadership. The many attempts of defining the term is also vague, we can make the definition turn to describe another organizational dynamic, like culture or structure.

4   The Qualitative Analysis of the Interviews

As made clear in my review of the literature, many theories are written on the topic of "leadership" and there is a vast amount of literature to read if one is interested. However, the majority of the studies concentrate on large firms, mainly in the U.S. With the increasing number of smaller firms in Scandinavia, the quest to map out the leadership in these firms has forced me to look at other theories I found appropriate, and compare them to my findings. Based on the combination of entrepreneurial leadership theories and distributed leadership theories I present an analysis of the interviews conducted during my research. These interviews where done in two firms; Gavekortet.dk and KEAS, both presented below. Interviewees amount to 10 people, where two of them are the owner manager of each of the two firms. All interviewees are shortly presented in Table 2.

4.1   Gavekortet.dk

Gavekortet.dk (GK) is an Internet firm operating in five countries, but with it's office in Copenhagen Denmark. The business is selling and re-selling gift cards, and most of the work tasks are regarding marketing and sales In 2012, for the fourth year in a row, GK was awarded the *Gaselle pris* by the Danish newspaper *Børsen*. An award given to Denmark's most successfully growing small firms. The company has continued to grow from its start-up in 2003, and they have grown form being 3 employees in 2003, to becoming 35 employees summer 2012. After establishing a name in Denmark, GK expanded to Sweden, Norway, and Finland and most recently to Poland. All employees speak Danish in addition to their respective mother tongue.

4.2   Kristiansand Elektro AS

Kristiansand Elektro AS (KEAS) is a small electrical company located in Kristiansand, Norway. From their start-up in 1991 they have offered everything within electrical services, for both private households and for larger companies. However, in 2008 they expanded their business into including another branch of services, they added a building and maintenance branch, now offering all services needed to renovating a home or a building. The idea is that the costumer should not have to manage all the different workers needed to do a job, they will offer all the

needed competence and they will manage them themselves. KEAS now include one manager, one finance/it manager, one middle manager, eleven electricians, one bricklayer, five carpenters and two plumbers. Having access to all this competence, the company is unique in its field and it is able to deliver complete projects without hiring external help.

Table 2 gives an overview over all the interviewees in the two firms I have researched.

Table 2: Interviewees at Gavekortet.dk and Kristiansand Elektro AS

Name	Work title	Workplace
Henrik Ravn:	Manager, co-founder and board member. Have managerial experience, started the company in 2003.	Gavekortet.dk
Cathrin Stake Sehested:	Business development manager	Gavekortet.dk (Gavekorttorget.no)
Karina Thompsen:	Business development manager	Gavekortet.dk
Simon Paag:	Account manager,	Gavekortet.dk
Charlotte Münchenberg:	International sales manager	Gavekortet.dk
Mirva Spanner:	Account manager	Gavekortet.dk (Presentcard.fi)
Liselotte Stray:	Business development coordinator	Gavekortet.dk (Presentkorttorget.se)
Eivind Sandvik:	Manager, founder and board member. Have managerial experience from a large company, started his company in 1999.	KEAS
Harald Nordhelle:	Finance and IT manager	KEAS
Erik Tønnessen:	Manager for the "Brick & Maintenance" department	KEAS

4.3 The Interviews

My purpose for talking with the employees of these two firms were to map out their understanding of leadership in general, their understanding of the leadership in the firm and lastly the managers purpose and awareness of his leadership. This will all make it easier to make a conclusion of which leadership theory we can use describing leadership in small firms in Norway and Denmark. Towards this end I focused on a few main issues. First, I asked about motivation and the transparency of the firm The reason why I linked the transparency to motivation is because I saw at GK that the budgets and the overall transparency acted as a motivation in itself, probably appealing to the competitive instinct. So it is to see if all the financial information can motivate the employees and then replace the need for every day motivation from the manager. Also I focused on motivation in general, how the company motivates its employees with regards to personal coaching or bonuses etc. Second, I focused the questions on the hierarchy and the organizational structure. This because the issue of how the firm is built structurally is a factor in the leadership theory. It is important to map out how the organization works and how the dynamics are between employees and manager. Third, I focused the questions on the leadership and the understanding of leadership in the firm, including how the employees and the two managers would define the words leadership and management. Finally I asked some questions on how the everyday routines were, if they had set frames to work within and to what degree the manager decided how to do their tasks.

The empirical findings are presented below, with a comparison to entrepreneurial leadership theory and distributed leadership theory.

4.4 Motivation

The motivational part in an entrepreneurial firm is especially important because of the smaller workforce. Usually a small firm has more work for each employee and it is therefor important that the employees are motivated to do what it takes(Cope, Kempster & Parry 2011, Reich 1987). I deliberately asked the employees about the transparency of the firm and the openness around the budgets. The reason for this is

because I had the feeling that the financial results were focused on a great deal when I worked at GK, and it was such a large part in the everyday routines, that I wanted to ask how the employees felt about this and if they found it as motivational as it is meant to be. And also to see if it might replace some of the motivational leadership that is so necessary for an entrepreneurial firm. The budget sheets at GK are made so that you see a column for every country/team representing sales every month this year, every month last year, and *expected* sales every month this year. This way every one can compare their team to themselves, to the budget and to the other teams.

When I asked about transparency and openness in the two firms, all of the employees agreed there is a very open and transparent culture in their organization, especially with respect to their financial situation. In both cases the employees had access to the budgets and the financial records. In addition the financial state of the firm were presented to the employees; once each month at GK and once every quarter at KEAS. These monthly and quarterly meetings were used to present how the company did in general and what each and every one of the employees was doing. This is used in a way to share experience and an opportunity to adopt the successful ways of colleagues. However, the two companies used the numbers differently to motivate the employees, at GK the budget was given to them in an excel file with an overview over last years monthly results and the expected monthly result for the present year. The results were divided into the four (five, with Poland effective 2012) countries, and everyone could compare their own country to last year and to the other countries. This way every one knew what was expected and how much they should sell. The employees found this helpful in different ways. Cathrin mentioned it was helpful for her to see the financial goal so clearly, and Simon found it easier to get an overview of the company as a whole and to see what everyone else was working on.

> *"(...) And [the transparency] I think is important for a growing company which all the time develops. And I find it fun, because I can have a hand in everything. "* (Interview with Simon at GK)

"It is nice to see the results of what you do" (Interview with Mirva at GK)

No doubt they found the openness around the monthly budgets both inspiring and motivating, but not everyone shared their opinion. Two of the employees were very clear in their answers that they found themselves lost with what to do with these numbers; they feel they lack the path to reach the monthly goal.

"There is not much [information] on what we should do to go forward, but we do know the budgets well. (..) I get no motivation, and I often even feel a lack of it" (Interview with Karina at GK)

The newly instated middle manager and international sales manager shares Karina's opinion:

"There is much transparency, but there is not really a direction. So there is no common understanding of which direction we should take to reach the common goals"
(Interview with Charlotte at GK)

A follower in the entrepreneurial firm needs to be willing and able to put in a lot of time and energy into reaching the goal of the owner manager (Cope, Kempster & Parry 2011, Reich 1987). At GK there is a split were some feel motivated by the tasks they are given and the challenge that follows being in charge of their own field or project, whereas some feel a lack of direction and motivation. However, Karina and Charlotte are both in their 40s and have children under 18, this makes work come in second on the list of priorities whilst the younger employees have both the time and the energy to complete their tasks and projects, and will be motivated by empowerment to a greater degree.

At KEAS they consciously tried to avoid the methods of larger companies. The manager, Eivind, had experience with working for a large company and wanted to create something else than the competitive culture we often see in growth firms. His goal with the company is *"to be a safe and good company for both the employees and our customers"* (Interview with Eivind at KEAS). The financial and IT manager also

comments on the somewhat different way of motivating the employees through the budgets:

"We try to do [the motivation] a bit opposite. We have started to se the result of each employee and then they have to set their own goal to improve next year. This way the employees set their own goals, [and not the management]." (Interview with Harald at KEAS)

The transparency is motivating for most of the employees, but at GK there seem to be a mutual agreement that there is a lack of direction, that they are not sure how they should reach the set goal, and this defeats the purpose of the extreme openness around the company's financial situation and past. One of the main differences for KEAS is that they have a 30 pages long workers manual so that they know how to treat different situations; this creates less confusion around their work and what is expected. I will discuss this further in part 4.7.

"Charlotte has brought an energy to the firm, which I have missed actually. That's motivating" (Interview with Karina at GK)

This statement can be connected to what Henrik Ravn, CEO of GK, say about the spirit of the company. That he felt it was much easier to be a leader and to connect with every employee when they were a much smaller company. Now that they are bigger, he admits the business part, or the managerial tasks take up much more of his time. With less time to be a leader-figure, the employees can feel a lack of direction. Now with a new middle manager who is coaching the employees in the field that is most focused on by the management, sales, the employees finally feel there is a direction and that they are followed up on issues they earlier had to figure out themselves.

"Charlotte [the sales manager] has a lot to offer and I know that we will be getting sales coaching. And this is really needed" (Interview with Cathrin at GK)

This suggests that the manager has acknowledged the lack of direction and taken steps to improve the situation. However, this is making every employee more capable of managing things them selves. Supporting the theories of distributed leadership and entrepreneurial leadership, which states that the employees of an entrepreneurial firm is motivated by empowerment. Empowerment is gained by for example knowledge that I refer to in this example.

4.4.1 Innovation as motivation

A small firm needs to innovate themselves in order to grow; they need continuous innovation in all parts of the firm(Reich 1987). This requires a good leader who can encourage innovation and also see that the every day routines get done. One way to encourage innovation is shown by GK and here they made innovation and fresh thinking a part of the normal workday. During the spring of 2012 there were made a blackboard wall, which everyone could write down his or her ideas and thoughts. The good ideas would be discussed at the monthly meetings and if it was viable, it was set out to practice. The employee who came up with the idea was appointed project manager of the project, and he could ask for reinforcement if it was bigger than a one-man task. This way the employees were able to define their own role in the company. The process of continuous innovation is positive for the company in several ways; it continues to renew itself and think new, it motivates the employees to take an active part in the companies future and it makes the employees feel a sense of ownership when they get to succeed within the company and their own success reflects directly on the company's success.

KEAS also recognize innovation as a must to survive as a small firm in the market. They have recently built an *idea-lab,* which is a large room with different solutions within electricity. It is a kind of show room for customers to see what correct lighting can do to a room or a space and how they can save electricity. The employees are schooled in the topic so they are able to create whatever the customer wants, and so that they can stay on top of what is new in the market at all times. By using this, the employees are able to present to the customers what great solutions they can offer and take ownership of the whole work process.

The use of innovation as motivation in the two firms works well and the employees also appreciate the possibility to take ownership and being able to rely less on the managers. Entrepreneurial leadership and distributed leadership regard innovation as an important factor in order to grow. It also sees leadership as shared by several employees, not only something the manager does, which proves to be the case in GK and KEAS where they encourage their employees to take on responsibility and be the manager of their own work. In this case we can apply the entrepreneurial and distributed leadership theory to the firms, which adds to a conclusion suggesting we can apply a combination of entrepreneurial leadership and distributed leadership to describe the internal dynamics of small firms.

Figure 2 shows the process of continuous innovation at GK.
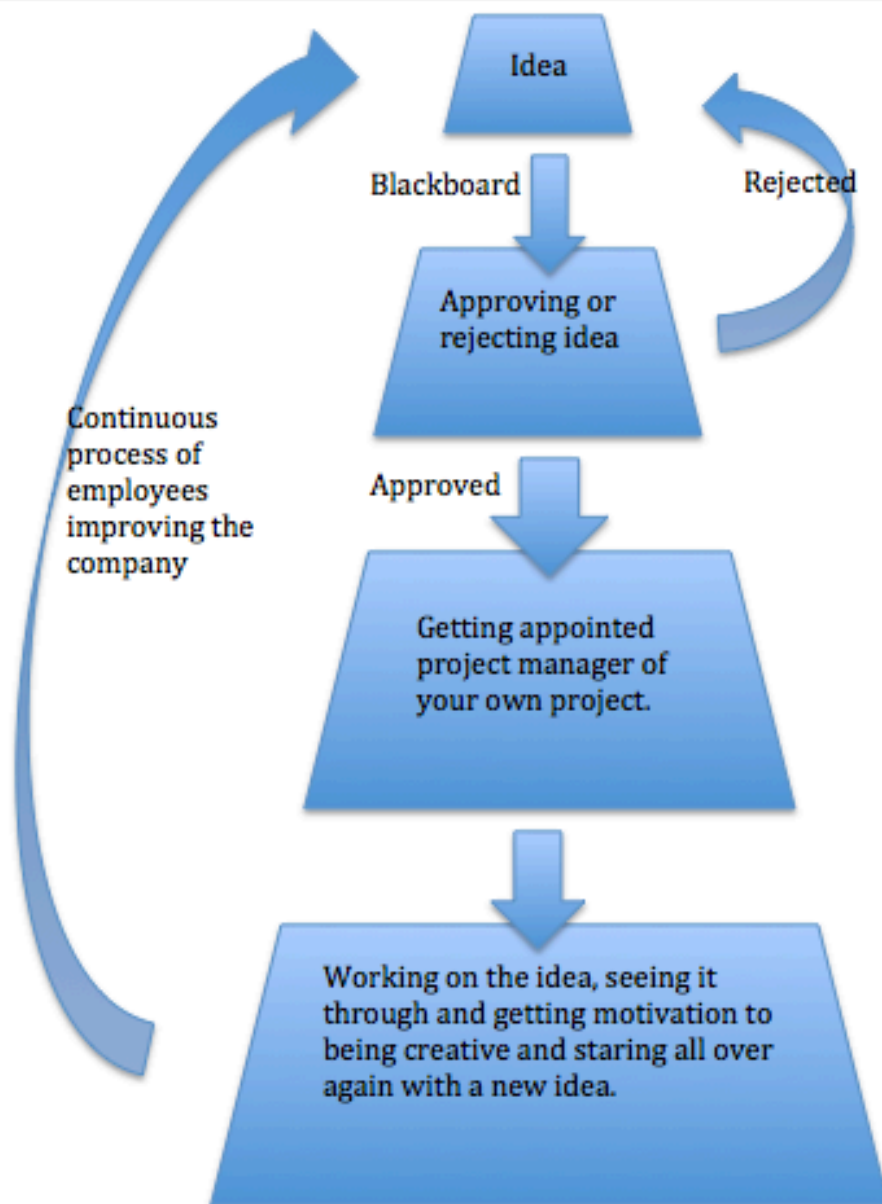
Figure 2: Continuous innovation at GK. Blackboard example.

4.5 Hierarchy

Both GK and KEAS are built quite similarly, formally. They have a CEO, CFO and then very few middle managers which have come with growth. The two CEOs, who are also both owner managers, agree that being a leader was easier when there were fewer employees than now. And they both preferred the time when the company was smaller and the time they had to be a manager didn't overshadow the time they could be a leader. Both of them are also very clear on the point that they want to be there for their employees, and the employees know they can come to them at any

point. The employees are heard, and can come with ideas on how to improve the company. All this points to a bottom-up organization, where wishes and ideas of the employees are taken into consideration when decisions are made, making the employees part of the deciding team.

The flat structure of the Scandinavian small firm makes it easier to make decisions, to be heard and to make a difference even if one is not a manager of some sort. This is extremely clear in the small firms in Scandinavia and one of the most frequent answers to my question asking what is positive with working in a small firm.

4.6 The Importance of Leadership

The two firms both have a flat structure were the employees can easily reach the manager and were the two managers encourage their employees to come to them if they come upon problems. Both managers are also clear on the point that they want all employees to feel like they are leaders, and to take responsibility; Henrik at GK describes it well:

" I want everyone to feel like this is his own little shop" (Interview with Henrik at GK)

This flat structure is essential for the company to grow, such small firms needs innovation at all levels, it creates a structure which is less hierarchal and less controlled (Reich 1987) and it is one of the main points of distributed leadership. Also theory of entrepreneurial leadership suggests that an entrepreneurial firm needs distributed leadership to grow(Cope, Kempster & Parry 2011). We also see examples of this at KEAS were they train their employees to take responsibility for their own work, to create jobs for themselves and also do everything needed up until the final check up by their department manager, which is Eivind or Erik. This gives the employees ownership, and at the same time they have the security of being employed by a company. Even if both of the firms want their employees to act like leaders, neither have any leadership development within the firm. Charlotte, the international sales manager at GK, have previously worked for 16 years as a coach and in her experience, mostly larger firms are the ones who hire coaches, and who

wants their employees and their managers to get coaching. In Charlotte's point of view it is more the lack of knowledge and the lack of time, rather than the financial issue that keeps small firms from seeking this kind of help.

When asked "when is leadership important?" about half of the interviewees answered that it was important when conflicts occurred, that the leader then had to step up and figure out the situation, and also that he had to take responsibility for the most important decisions. In other words they want the leader needs to step in when they feel they lack authority and to show them the direction. Charlotte, the sales manager at GK, has a different view to the others, with her background as a coach she might have experience that the other employees don't have. In her opinion leadership is important all the time, before the crisis and not only during or after a crisis. And she emphasizes the importance of every day leadership, where the employees feel they get attention and guidance every day. Cathrin at GK sees leadership as important in order to create frames and safety for the employee, which most of the employees at GK felt a lack of in their every day work.

This is a good example of something being said and not carried out correctly, Henrik says he wants everyone to feel ownership, but in fact they all feel lost. Indications that things that are being said are not carried out support the theory of the disappearance of leadership (Alvesson, Sveningsson 2003a). This, however, I will come back to in Part 6.

4.6.1 "The Crisis of Leadership"

Neither of the companies interviewed has changed their manager since their start-up, however, both managers did have some managerial experience from earlier employments. When looking at the literature, several authors mention the fact that an entrepreneur will not be able to manage a larger company, and therefore their company will outgrow them at some point, as entrepreneurial firms and growth firms are built to grow (Burns 2010, Churchill, Lewis 1983). In Churchill and Lewis' article about *The five stages of small business growth* they suggest that one of the criteria for growth in a small company is the ability and willingness for the owner manager to delegate tasks and responsibility. The key word here is *willingness*. It

goes against the characteristics of the entrepreneurial leader, were one is locus of control(Vecchio 2003, Stewart Jr. et al. 1999). Giving up responsibility for important tasks that are essential for the company to grow is not a comfortable position for someone who wants to control every task and thereafter every outcome. When looking at my interviews the two leaders both admit that economical growth and market growth is the number one goal for the company. They both want to be leading in this field. This is also the case for the companies answering the survey, were 46% stated the goal and vision of the company was to be leading in its field, or economical growth. However, this contradicts with the answers they gave me later in the interviews. Henrik Ravn at GK talks about keeping the spirit they have now, and the spirit they had when there were only five employees.

"We are never going to become a big company with a lot of middle management. We are going to make structure and monitor, but not control."
(Interview with Henrik at GK)

The owner's ability to delegate is not important in the start-up phase, or even in the first growth phase. It becomes increasingly important as the company grows and achieves success (Churchill, Lewis 1983). Which can match the theory of an entrepreneur having to give up his position as the CEO when his company grows larger(Burns 2010, Churchill, Lewis 1983). Suggesting a company cannot preserve its small company spirit, and the benefits of being a small company and still grow to become market leaders. This implies the inevitable change of manager, from an owner manager to a manager able to lead a larger company without the emotional strings.

What is also interesting to look at is the change in the organizational structure. Throughout the time were I was working for GK they hired two new middle managers, these were positions that did not exist when I started. Suggesting there is a time where distributed leadership has to take a more hierarchical form in order to grow further. This *change* is inevitable according to Burns(2010). There will come a time when the company will outgrow the entrepreneur and he will no longer have

the skills needed to manage a larger company. The manager and founder of GK, Henrik Ravn, explains the situation like this:

"Leadership becomes more important when we grow larger. And it becomes more challenging when we grow larger. (..) It was easier to engage with the people when we were small and leadership came more naturally, now there is so much business taking up all the time, and this annoys me"
(Interview with Henrik at GK).

Eivind at KEAS agrees with this, but he, on the other side, make a conscious choice to be a leader most of the time, and delegate the business part to the middle managers.

"I want to be a leader 90% of the time, and a boss 10% of the time" (Interview with Eivind at KEAS)

This quote is a good example of Nye's (2010) theory of smart power, that a combination of soft power and hard power is the most efficient. The combination of leadership and management, or "being a boss" as Eivind describes it, is a proof of the use of smart power at KEAS. However, the measurements used are Eivind's own interpretation. Being a manager too much of the time didn't work and Eivind realized five years ago that he had to delegate some of his responsibility should the company continue to grow. This enabled him to become the leader he wanted to be for his employees. One that creates a safe workplace that also has a good working environment.

Both GK and KEAS are still small companies, but they have both felt what we call "the crisis of leadership" to some degree already. They have both instated middle managers and delegated some of the managerial tasks. This is already a sign of the company growing, and possibly beyond the owner manager's abilities to lead. If we trust the literature on the field, there is no doubt the managers will have to step down and give the responsibility over to someone more equipped for leading a larger organization. This delegation also proves that they are willing to share the

responsibility, which conflicts with the characteristics of and entrepreneurial leader, saying this type of leader need to be in control of every task.

4.7   Leadership vs. Management

In my interviews I asked the interviewees to explain to me the difference between leadership and management. This is an interesting question because there is no expectance that they should know, and even in Norwegian and Danish the two overlap to a great degree. We can use the word "lederskap/lederskab" when talking about both leadership and management. Therefor I used the English terms, which they all understood better than the Norwegian or Danish attempt of it. However, the interviewees had a surprisingly good understanding of how to separate the two terms. At GK this can be explained with my co-works' great interest in my studies for the year that I was employed here, or by the fact that many of them have gone to business school and probably discussed this issue before. Most of the interviewees could explain the difference very clearly, whereas some mixed the two up and found it hard to explain the two as separate concept, and not as one collected. The most interesting replies came from those with the most relevant education or employment.

"Management is the administrative approach to "ledelse", whereas "leadership" is more about the one who walks with his flag in front leading his troops" (Interview with Simon at GK)

"Leadership to me is that there is a goal al a plan of action. It's the leader that walks the road first and says that this is the road we'll go. Whereas management is the way we do it and how we reach it" (Interview with Karina at GK)

"Management is the factual part were there is frames and goals and how we expect things to be done. Whereas leadership is the way you get there. "Ledelse" is a combination of both. "Ledelse" is the art of a right dosage of both" (Interview with Charlotte at GK)

"Management is about the paper things, leadership is more about the people"
(Interview with Mirva at GK)

"Management to me is more dictating about how it is and how we do it. Whereas leadership is more about the employees following because they find the project[the company] exciting" (Interview with Henrik, manager at GK)

This paper discuss the leadership in small firms, however, it is hard to discuss leadership without touching upon management. When it comes to the management of the firms there are differences that are evident, these are the frames they are working within. One large difference of the organizational structure of the two firms is the workers manual, and frames set for the employees to work within. In KEAS the employees get a workers manual telling them in detail how to act in a given situation, whereas at GK the employees have to search through the documents in a public folder on the intranet, to know what the company policy is on for example maternal leave, the policy at GK is very much in the spirit of "figuring out as we go". Whereas at KEAS the employees have set frames to work with, and are encouraged to work individually within these frames. However, the frames are not always followed:

"The frames are really extremely clear, but they are not always followed. (…). Some are good at following rules and some are not." (Interview with Eivind at KEAS)

This gives the employees a large degree of structure and they know how to act in a given situation. Going back to the issue of innovation needed for a firm to grow, the strict frames leaves little room for innovative thinking for the employees. They will not be able to create their own work in the same way they can at GK. However, GK is more of a knowledge intensive firm than KEAS, which makes KEAS require more structure in order to keep the firm growing.

In the two firms we find several indicators of entrepreneurial and distributed leadership. They take great pride in empowering their employees and wanting them to take full responsibility of their own work, this with as little as possible

interference from the management. The managers show trust in their employees by allowing them to work freely and make their own way throughout a certain set of frames. Also by having such a short road of communication, the employees can freely come to the manager with ideas, suggestions and problems, allowing them to have a say in things happening in the company.

In this chapter we have seen that the theories presented of entrepreneurial leadership and distributed leadership can be well applied to the internal dynamics of the two small firms I have researched. They both execute distributed leadership, leaving a lot of the responsibility to the employees and giving them the freedom to shape their own work day and encouraging them to think innovative so that the firm is able to grow. This empowerment seems motivating for the employees and they appreciate the trust they are given. However, GK feel they lack some structure and are craving more frames and guidance. For them this distributed leadership style might not be what every employee wants. We also found that the two managers, Henrik and Eivind, both want the feeling and the culture of a very small firm. Neither enjoys the extra responsibility and the lack of time being a motivator and a listener to their employees. The wish to keep the company small, and on the other hand they want profit and growth. This, I think, suggests a change in manager and a coming "crisis of leadership", or the result will be a firm unable to grow. According to the entrepreneurial leadership theory, the two companies will in time be led by a new manager as the owner manager will have to step down and give way to growth and success.

5 The Quantitative Analysis of the Surveys

The surveys are conducted to get a broader understanding of my research question; it allows me to get more information of which I can elaborate on. Part 5 will be looking at the research question in a more superficial way, as it is hard to go in depth with survey questions. The surveys also allows me to look at the answers from different perspectives, as I can cross analyse the answers and see what the people with an owner manager answered and what the people who didn't have an owner manager answered to the same question. This is interesting because much of the theory discussed in the literature review emphasizes the owner's inability to be a leader.

With the help of a Norwegian Internet site called Proff.no I was able to get a list over all of the Norwegian firms who fit my criteria for this survey. I extracted a list of 600 firms, with less than 30 employees and more than ten employees. Thereafter I manually deleted the firms who had an email address connecting them to a larger firm, like large hotel chains. This resulted in a list of about 200 email addresses of which all were sent an email asking them to answer my survey. Out of 200 emails, I ended up with 63 answered surveys and these are the answers I base my research on. In the survey, 52% answered "yes" to the question if there is an owner manager, and 48% answered "no" to the same question, this allows me to analyse the answers based on having approximately the same amount of answers from each group; the owner manager group and the non-owner manager group. We can therefor also see if the leadership is significantly different in the owner manager firms compared to the firms having a manager who is not the entrepreneur or the owner. I have done a cross analysis dividing the multiple-indicator questions into the two groups, and like this I'm able to compare and see the difference and similarities.

5.1 The Questions

The survey questions had a lot of the same focus as the interview questions. I used approximately half and half open-ended questions and multiple-indicator. The topics of the questions are vision and motivation, education/coaching within the firm, the hierarchy and build-up of the firm, and most importantly; questions regarding the leadership in the firm. I also chose to define the word "leadership" in

the beginning of the survey. I defined it as "organizing a group of people to work towards a common goal". The reason for this definition is for the recipients to have a clear understanding of my leadership questions, as the word "ledelse" is used as an overall concept in regards to leadership and management. However, this definition made me unable to ask the recipients to define the difference between leadership and management.

In Appendix 6, I have extracted the answers to the part with the multiple-indicator questions the survey, the results are shown in columns and with the average value expressed. What is interesting to look at is that the answers have a high average; they mostly result to 3,7 out of 5. They had 5 different choices to answer the question; these are shown in Figure 3. By having a closer look at Appendix 6, we can form a visualization of the answers in general, to make it easier for the further analysis. In this multiple-indicator section most of the answers shaped a pyramid like Figure 3. The questions all started with "to what extent…?" and the recipient where given five choices from "to no extent", "to "to a great extent". The answers where mostly "to some extent" or "to a great extent", and only a few per cent answered "to no extent". The questions in the survey are all formed in a way that it would be a positive thing for the company to score a high average on all the multiple-indicator questions. It would mean that the firm offers education to the employees, are good at communicating the goal and vision and that all the employees are free to be innovative and encouraged by the management to do so. A first look at the answers show a positivistic view amongst the respondents.

Figure 3 shows a general overview of the answers to the multiple-indicator questions in the survey. The pyramid will be used as a visualization of the answers that I will analyse in this chapter will also use the colours of the pyramid in this analyse to better organize it in the following parts.
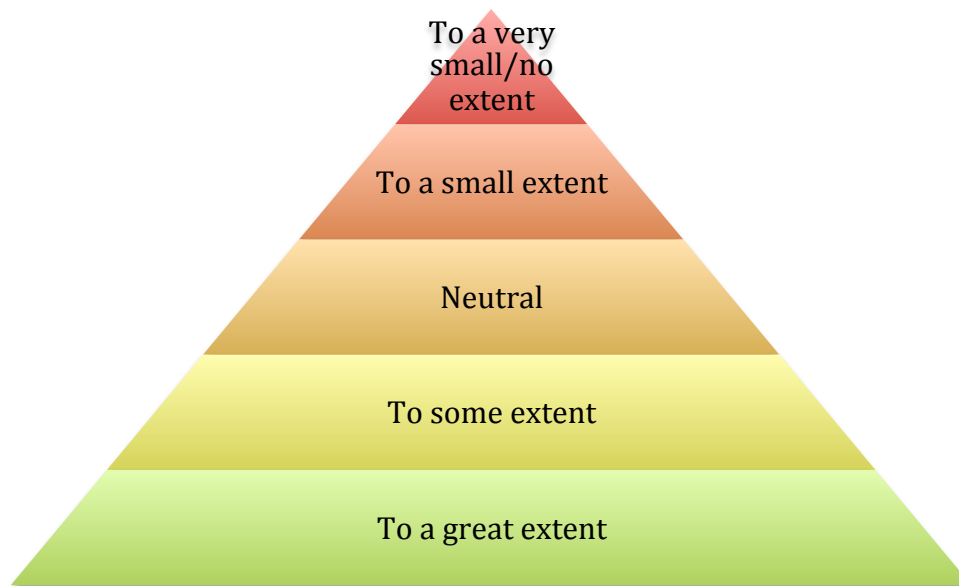
To a very small/no extent

To a small extent

Neutral

To some extent

To a great extent

Figure 3: The answers to the multiple-indicator questions of the survey.

5.2   Their goal and vision

The reason for asking the firms about their goal and vision is to map out the type of firms who are answering this survey. I have tried to select a certain type of firm, a small growth firm with less than 35 employees. Cartland et al. (1984) suggests an entrepreneurial firm has one sole intention, which is "growth". We can call them "growth-firms", which is the opposite of for example kinder gardens, who's intention is serving the community and surviving financially, rather than growing. Looking at the replies from my survey, 46% of the respondents used words like "growth", "biggest", "best" and "leading/market leader" in their reply to what is the main goal/vision for the company. 3% also stated "innovation" as the main goal/vision for the company, which also is one of the characteristics of an entrepreneurial firm (Carland et al. 1984). The remaining 51% had a focus on offering a good quality product, making their costumer happy and to be good to their employees. Even if they don't state growth directly in their goal, these are indirectly goals leading to growth. By having happy costumers who give good marketing by spreading rumours and by providing good quality products and service, the natural result will be growth in the end. To conclude, the firms who answered the survey fit very well into the profile of growth firms, which I also anticipated when selecting the firms. This makes the rest of the data more reliable because we have a certain idea that the

firms who answered the survey, are all built to achieve the same thing, which makes the firms more similar. The length of this paper is the reason for this small concentration of the research subjects.

5.2.1 Motivation

As mentioned in part 5.2 growth and innovation is an important part of staying in the market, but this takes more than just the words, it takes a lot of effort from the employee's side, and being such small firms, they need a lot from each employee. (Cope, Kempster & Parry 2011, (Reich 1987). In order to reach such optimistic goals of growth and continuous innovation that they have set, they need employees who are willing to work hard. A larger firm is able to offer financial incentives, or other "prices" for those who do well, but a smaller firm does not have the same financial means, and will have to rely on other ways of motivating their employees. Despite the theory of a small firm not having good enough economy to offer their employees a good wage and financial motivation, only 11 out of 48 answered they had no motivational incentives in their firm, compared to 32 out of 48 answered thy had bonuses or gifts as a motivational incentive. However, a bonus is often related to how much the company sells or how well it dos on a yearly or monthly basis, so it doesn't have to translate to a good economy in the firm, but more so to the firm sharing when it has good financial results. The negative side of relying on a financially based motivation is that the employees will not be motivated in bad times, and in an entrepreneurial firm each employee counts for the running and also for the leadership of the firm (Reich 1987). The follower in the entrepreneurial firm is motivated by empowerment according to Cope et al (2011), but there is only one that has answered that they get education within their field and can attend courses and seminars as a motivational incentive. So either the small firms does not empower their employees, or these small firms does not fit the theory and the employees does not see education as a motivational incentive.

5.2.2 Education in the small firm

In the closed answer part of the survey, I also asked about education and empowerment. And here I can compare the answers and see how the different types of firms answered, divided into owner manager firms (OM) and those who has changed their manager and has a new manager (NM). The questions asked where

related to leadership development, education within and outside the firm and if the employees where free, or if they felt they had constraints in their role at the firm. The results does not give a clear indication of anything, however the answers tend to be more "green" in the OM firms than in the NM firms. By this I am referring back to the pyramid in part 5.1, and the answers are still forming a pyramid with most of the answers at the bottom and less answers at the top. However, when the OM answers are compared with the NM answer, we can see that the average is less green for the OM firms. To make a better illustration I enclose one of the questions with the answer percentage below.

Utdannelse i firmaet - Finnes det lederutvikling i firmaet?
Krydset med: Ledes firmaet av samme person(er) som startet firmaet?

	Ja	Nei	Vet ikke	I alt
I veldig liten/ingen grad	24,1%	8,0%	-	16,7%
I liten grad	24,1%	32,0%	-	27,8%
Nøytral	20,7%	20,0%	-	20,4%
I noen grad	24,1%	28,0%	-	25,9%
I stor grad	6,9%	12,0%	-	9,3%
I alt	29	25	0	54

Figure 4: Extract form the results of the survey, cross analysis. Ja=OM, Nei=NM.

The survey was in Norwegian, and therefor this extract is as well. The question asked here is " Is there any leadership development in the firm?" and it has been cross analysed with the question: "Is the firm lead by the person who started the firm?" We can now see who answered what, where *Ja (Yes)* is the column representing the people working in a firm with an OM and *Nei (No)* is the column representing those who work in a small firm with a new manager. Going back to my previous point, the level of education within a small firm is not great but still it happens. However, the chance for the occurrence of educations is larger in a NM firm than in an OM firm, and this is the trend in all of the questions regarding education in small firms, that the NM firms seem to focus more on educating their employees.

5.3   Leadership

With the theory of the entrepreneurial hero being plural(Reich 1987) as the base of the leadership questions in the survey, the findings will serve as a confirmation or a contrast to the theory of entrepreneurial leadership in small firms in Denmark and

Norway. The leadership questions focus on the importance of leadership in the firm, the employees' contribution to leadership and leadership in a conflict situation. Starting with the employee's contribution to leadership, and recapping the theory of the entrepreneurial leader being plural, I asked if the recipients saw themselves as a leader. The results of this shows that 78% sees themselves as a leader, which is a very high number, and can support the theory of distributed leadership in small firms. In the 78% I included both those who answered "to some degree" or "to a large degree" to the question "Do you see your self as a leader?". It shows that more than three out of four of the people working in a small firm in Norway or Denmark see themselves as leaders some or all of the time.

Further I asked if they thought leadership is important in their firm, only 6% said leadership was not very important in their firm. When asked what type of situations did they feel the leadership was especially important, a lot of them mentioned it was important when there are changes in the firm and when conflicts occurs. They felt the leadership was important when changes where implemented or when conflicts occurred. It is also mentioned several times that the leader shall create a culture of which the employees can work freely within. One example of the quotes from the survey is:

"The employees have freedom under a responsibility, but this will slide out if there is no leadership." (Open-ended survey answers)

The managers want the employees to be their own bosses, but not go outside the frames set by the top manager.

5.3.1 Leadership in owner manager firm versus firm with "new" leader

Like both Burns (2010) and Curchill and Lewis (1983) suggests in their book and article, an entrepreneurial leader does not have what it takes to lead a larger firm, and at some point the firm needs another leader and the entrepreneurial leader will have to step down. The leadership in a firm with an OM must therefor differ from the leadership in a firm with a NM. And therefor, as I have mentioned earlier, I did a cross analysis of the survey answers. I divided the results into firms with an OM and firms with a NM. The results in a whole are presented in Appendix 8. The general

trend in the result is that they do not differ from each other in a significant way. The tendency is mostly the same, and we can find that the clustering of answers mostly lie in the same area of the scale. However, I have gone through the answers in detail and will present both the similarities and the differences and conclude from this. The way I analyse this is to look at the collected answer percentage and compare this to the individual result of the OM firms and the NM firms.

Firstly, there are some issues where the two types of firms answered approximately the same, and where it doesn't seem to be a considerable difference between the leadership in an OM firm and in an NM firm. These issues where regarding the importance of leadership in their firm. The results show that far more that half of them replied that leadership was important or very important in their firm, and no one answered it was not important at all. Further, it was also quite similar answers to the question of if they saw themselves as leaders, and as I have discussed before, almost 4/5 saw them selves as leaders in the firm. And with the results being so similar for the OM firms and the NM firms, it suggests that the leadership doesn't change much when a new leader takes over, the leadership is still distributed amongst the employees, which contributes to creating distributed or entrepreneurial leadership.

Secondly, the issues where there is a much clearer divide between the OM firms and the NM firms are on the issues of creativity, and if the employees are encouraged to think for themselves and invent, if they are free to do their task how they like, and education within the firm. Starting with the OM firms, the trend here was that creativity and innovation was highly appreciated within the firm, and the employees are encouraged to come up with new ideas. 58% answered that the employees were encouraged *to a large degree* to think innovative and new. However, the results are not the same to the question if the employee's suggestions are carried out. This is less optimistic, and 10% answered that the suggestions almost never get carried out and only 28% said their suggestions were carried out *to a large degree.* The last issue where we find differences between the OM firms and the NM firms are concerning the education in the firm. The two issues in particular are if the employees are getting training outside their firm and if there is any leadership

development within the firm. The answers here are divided evenly over the scale, but surprisingly the OM firms have more leadership development than the NM firms. This may suggest that the OM firms, and the entrepreneur focus more on the importance of leadership than the new manager.

The NM firms scored lower on creativity and innovation than the OM firms, where only 32% said they were encouraged *to a large degree* to think innovative, compared to the 58% in the OM firms. And the results also show that the ideas of the employee are carried out to a lower degree in NM firms than in OM firms.

To conclude, the leadership in the OM firms seems to focus more on innovation, on leadership development and on letting the employees decide their own way of doing thing, and also creating their own future in the firm by coming up with innovative ideas. Whereas we can see another tendency in the NM firms, they seem to focus more on educating the employees and having a larger degree of structure in their work. Nevertheless, even if I did fin some differences, there are no significant differences, and I would have to research the topic further to reach a good conclusion.

The small firms in general are thus a good fit for the entrepreneurial leadership theory I have applied. They state "growth" as a goal, and a large number of the employees state that they do feel like leaders. It is also stated that the employees have freedom within certain frames and innovation is also mentioned. These are all signs of distributed entrepreneurial leadership.

6   The Inappropriateness of the Term Leadership

When discussing leadership, we often talk about one leader and one or more followers, and the fact that what makes a leader are the followers. However, after discussing entrepreneurial and distributed leadership, and by looking at the empirical analyse, we can find several deviations form these classical theories. By having everyone taking on leadership qualities, we will not have any followers, which in turn make the leadership literature inadequate to describe the dynamics of an entrepreneurial firm, or a small firm I Norway or Denmark.

If we look at the interviews in the two firms, the purpose is that everyone manage their own work and take responsibility for their own customers, marketing and finances, the company will be made up by leaders and managers. This brings me to the part 2 of my research question; *Is leadership an inappropriate term to describe the internal dynamics of these firms?*

First I want to start with the theory of entrepreneurial and distributed leadership as a combination. This theory is suggesting that leadership is divided up and performed by several people in the firm, i.e. that not only the manager can perform leadership but also everyone working in the firm. By taking responsibility of their work and working towards the vision of growth they become "leaders". This fact seems to be true in the companies of which I have collected data from, they say they feel like "leaders" and that they have a great deal of responsibility, and they state that managerial leadership is only important in the time of crisis. These signs can support the theory of several scholars suggesting that an entrepreneur cannot be a leader as well(Burns 2010, Churchill, Lewis 1983). By making the employees unreliable of a strong organizational structure, a culture of which leadership doesn't exist might emerge. Suggesting that the internal dynamics of small firms are more or less controlled by culture and structure rather than the presence of leadership. The culture of a small firm is very strong, everyone is working close together and everyone I talked to in the interviews mentioned the good social atmosphere. Maybe is creating this culture so important in order to keep structure and make everyone work towards a common goal, suggesting that the culture gets mixed with the term "leadership". In my qualitative research I asked the interviewees whet they found

special with working in a small firm compared to a larger one. They all mentioned the social culture as an important factor

Looking back at the analysis of the data and the interviews with Henrik and Eivind, managers of KEAS and GK. The managers both aspire to be leaders and they want to be good leaders. They both sense that a growing firm demands them to take on the managerial role and leaves them with less time to be what they define as a "leader". By this they mean that they want less time doing business, and more time interacting with the employees and being a motivational source. However, these statements imply that they do not have much time for what they call "being a leader" now, and with the companies growing, they employ middle managers. Even if this means delegation of responsibility, it also means more "business" as it is a sign of the firm growing larger. Which doesn't free them for more time to spend communicating with the employees.

In some of the interviews it was also mentioned what the interviewees thought was a "good leader", and the qualities mentioned, listed with regards to frequency, was; good listener, a friend, a motivator and someone we can trust. These answers also confirms the suggestions of Alvesson and Sveningsson (2003b), the qualitieas are all qualities that can be linked to anyone at the workplace, not only the manager. However, what makes it special is the fact that these are qualities held by exactly that, a manager.

One of the interviewees mentions that a "leader" should be able to create a well functioning culture. Another one says it is important to create a good structure. This suggesting that the line between culture, structure and leadership is a thin one, and confirming the theory of Alvesson and Svenningsson (2003) that the word "leadership" in Yukl's (1989) definition can be swapped with both culture and structure and still make good sense, and at the same time devaluation the word "leadership" to something that is hard to prove the existence of.

Leadership is extremely hard to define and also something that changes with the person defining it, making the term "leadership" vague. However, it doesn't

necessarily make it untrue even if we cannot see it clearly, referring to the greatest example of all: God. Leadership is true to some who believe in it, but it is such a hard phenomena to describe to someone who doesn't believe.

7 Conclusion

This paper has sought to address two interesting research question, the first one being "What combination of entrepreneurial leadership and distributed leadership helps explain the operational dynamics of small firms in Norway and Denmark?" and the second one with a more critical angle; "Is leadership an inappropriate term to describe the internal dynamics of such firms?" In order to answer this I have done extensive research in several firms in Norway and Denmark, doing both interviews and surveys. By testing my research to the theory on entrepreneurial leadership and distributed leadership I have found both similar trends and aspects where the research and the theory differ.

The idea of entrepreneurial leadership being distributed and shared amongst the employees and not implemented by the manager proves to be correct in the cases I have studied. The employees agree with the fact that they themselves perform what we call "leadership" and they feel free to be responsible for their own work and performance. By creating this freedom at work, employees are also motivated to think innovatively and in turn renew the firm in all levels. This innovation is also essential for an entrepreneurial firm to stay competitive in the market, and continue to grow. Growth and innovation are also frequently mentioned keywords in the open ended survey questions, where respondents where asked about the firm vision and goal. The factors on innovation and growth are important characteristics in the entrepreneurial leadership theory, and this also shows that the firms interviewed, and also many of the firms who have answered the survey, can to a large degree be applied the combination of entrepreneurial leadership theory and distributed leadership theory. Both the qualitative and the quantitative research show many tendencies towards the leadership theory in question. With some adaption of the theory, I find it appropriate to apply this theory to small firms in Norway and Denmark. However, it is difficult to make a general opinion of all small firms. The small firms are so reliant on the purpose and goal of the manager, that leadership theory can only explain the internal dynamics to a certain degree.

Moving forward to the second research question, a more critical angle is presented. Leadership theory is so hard to define; it makes it close to impossible. There are

many attempts to defining leadership, however, the definitions are so vague we can apply the same definition to both culture and structure. This is also one of the issues talked about in this paper. By having such a strong culture in a small firm, the employee can surly not see the difference between leadership and culture. Which makes me question the existence of leadership, and thinking it has been replaces by a strong culture. Also the fact that "anyone" can execute leadership, and the qualities of a "good leader" are so mundane. It washes out the term to such a degree it is not sure it even exists. Leadership becomes only as real as people believe it is. With this said, distributed and entrepreneurial leadership theory can be well applied to the small firms in Norway and Denmark. But the realness of this leadership is questionable. We cannot expect "normal people" to describe the leadership in their firm, when scholars struggle to do the same. This thesis is based on people's opinions and statements; this makes it hard to put the data into a certain box. Together with the vagueness of the leadership theory, a more specific conclusion is hard to reach.

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Appendix 1: Email sent to the survey recipients

Subject: Litt hjelp til min masteroppgave

Hei,

Mitt navn er Linn-Iren Tønnessen, jeg skriver nå en masteroppgave ved Handelshøyskolen i København som omhandler ledelse i små firmaer i Skandinavia. Derfor trenger jeg deres hjelp!

Jeg har laget en spørreundersøkelse som jeg håper det er mulighet for dere å svare på, den tar ca fem minutter. Jeg setter stor pris på om denne mailen kan bli distribuert til så mange i firmaet som mulig, hver eneste gjennomførte undersøkelse hjelper meg veldig mye!

Spørreundersøkelsen finner dere her: https://www.survey-xact.dk/LinkCollector?key=Z7E8NG9T311P

På forhånd tusen takk!

Med vennlig hilsen

Linn-Iren Tønnessen

Appendix 2: Interview guide

Stilling:

Ansvarsområde:

Ansatt siden

Tidligere erfaring: Nordea (finans), Espirit (salgsleder)

Hvordan er åpenheten på Gavekortet? Med tanke på budsjetter, marked osv.

Er dette hjelpsomt for deg?

Hvordan er firmaet byggd opp?

Blir ting rapportert deretter, etter oppbyggningen?

Har dere mulighet til å jobbe dere opp til mer ansvar, høyere tittel?

Har du faste rammer å forholde deg til?

Hvordan blir disse rammene/retningslinjene kommunisert til deg?

Kjenner du til målet/visjonen i Gavekortet.dk?

Finnes det noe ledelsesutvikling i frimaet?

Hvordan vil du definere ledelse?

Forskjell på leadership and management?

Hva er en god leder?

I hvilke situasjoner syntes du ledelse er viktig?

Ser du på deg selv som en leder?

På hvilke måte bidrar du til ledelse i firmaet?

Hvilket forhold føler du du har til lederen?

Forandrer rollen din seg i forskjellige situasjoner?

Hvilke fordeler finnes ved å jobbe i et lite firma?

Hvilke ulemper finnes ved å jobbe i et lite firma?

Hvem søker du hjelp fra dersom du har problemer på jobb?

Appendix 3: Survey questions

Dette er en undersøkelse i forbindelse med min masteroppgave ved Copenhagen School of Business. Mitt tema er Leadership in small firms in Scandinavia, som så skal bli sammenliknet med entrepreneuriel leadership.

En definisjon av ledelse/leadership er: organizing a group of people to achieve a common goal

Undersøkelsen er 100% anonym, og resultatene vil kun bli brukt i min masteroppgave.

Kjønn:
(1) ❏ Mann
(2) ❏ Kvinne

Alder:
_____

Hva er din senest avsluttede utdannelse?
(1) ❏ Videregående
(2) ❏ Kort etterutdannelse (1-2år)
(3) ❏ Bachelor (3-årig)
(4) ❏ Master (1-2årig)
(5) ❏ Annet

Antall ansatte i firmaet:
_____

Ledes firmaet av samme person(er) som startet firmaet?
(1) ❏ Ja
(2) ❏ Nei
(3) ❏ Vet ikke

Har firmaets visjon eller målsettning blitt kommunisert tydelig?

(1) ❑ I veldig liten/ingen grad

(2) ❑ I lite grad

(3) ❑ I noen grad

(4) ❑ I stor grad

Hva er hovedfokuset i visjonen/målsetningen?

_____

_____

_____

_____

_____

_____

Finnes det motiverende incentiver i ditt firma? (Bonusordninger, premier o.l) Hvilke?

_____

_____

_____

_____

_____

_____

Har ansatte mulighet til å jobbe seg oppover og til mer ansvar?

(1) ❑ I veldig liten/ingen grad

(2) ❑ I liten grad

(3) ❑ Nøytral

(4) ❑ I noen grad

(5) ❑ I stor grad

I hvilken grad er det:

	I veldig liten/ingen grad	I liten grad	Nøytral	I noen grad	I stor grad
..åpenhet om firmaets potensielle fremtid	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
..åpenhet om firmets budsjett og økonomiske situasjon	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
..oppfordres kreativitet og nytenkning	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
..blir de ansattes forslag gjennomført	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
..har de ansatte faste rammer å jobbe innenfor	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
..har de ansatte fritt spillerom i sitt ansvarsområde	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

Utdannelse i firmaet

	I veldig liten/ingen grad	I liten grad	Nøytral	I noen grad	I stor grad
Har ansatte mulighet for å dra på sponsede kurs for å utvikle seg innenfor sitt arbeidsområde?	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
Blir ansatte oppfordret til å hente kunnskap utenfor firmaet?	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
Finnes det lederutvikling i firmaet?	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑
Har ansatte mulighet til å bli coachet innenfor sitt arbeidsområde?	(1) ❑	(2) ❑	(3) ❑	(4) ❑	(5) ❑

Hvor viktig er ledelse (the leadership) i ditt firma?

(1) ❑ Ikke viktig

(2) ❑ Litt viktig

(3) ❑ Nøytral

(4) ❑ Viktig

(5) ❑ Svært viktig/uunværlig

På hvilken måte er ledelse i firmaet viktig/ikke viktig?

_____

_____

_____

_____

_____

_____

Ser du på deg selv som en leder?

(1) ❑ I velig liten/ingen grad

(2) ❑ I liten grad

(3) ❑ Nøytral

(4) ❑ I noen grad

(5) ❑ I stor grad

På hvilke måte bidrar du til ledelse av firmaet?

_____

_____

_____

_____

_____

_____

Hvilken rolle spiller ledelse i konfliktløsing i firmaet?

_____

_____

_____

_____

_____

_____

I hvilke situasjoner syntes du ledelse er spesiellt viktig?

_____

_____

_____

_____

_____

_____

_____

_____

Er din rolle i firmaet tydelig for deg?

(1) ❑ Veldig lite tydelig

(2) ❑ Lite tydelig

(3) ❑ Tydelig

(4) ❑ Veldig tydelig

(5) ❑ Vet ikke

Forander din rolle seg etter hvilke situasjoner som oppstår?

(1) ❑ I veldig lite/ingen grad

(2) ❑ I liten grad

(3) ❑ Nøytral

(4) ❑ I noen grad

(5) ❑ I stor grad

Påtar du deg en leder-rolle når daglig leder ikke er fysisk tilstede?

(1) ❑ I veldig liten/ingen grad

(2) ❑ I liten grad

(3) ❑ Nøytral

(4) ❑ I noen grad

(5) ❑ I stor grad

Øvrige kommentarer:

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Tusen takk for din deltagelse, det er til stor hjelp for meg!

-Linn-Iren Tønnessen

Appendix 4: Transcript KEAS – Attached CD

Appendix 5: Transcript Gavekortet.dk – Attached CD

Appendix 6: Diagram from Survey Answers – Attached CD

Appendix 7: Open Ended Survey Answers – Attached CD

Appendix 8: Cross Analysis of Survey – Attached CD

Appendix 9: Summary of the Thesis

By using a combination of the entrepreneurial leadership theory and the distributed leadership theory, this thesis attempts to describe the internal dynamics of small firms in Norway and Denmark. By combining distributed and entrepreneurial leadership theory we find that the entrepreneur is not the lone hero. Instead of thinking of the entrepreneurial leadership as singular, we think of it as plural. Making the leadership in small firms distributed. The thesis builds its analysis on both interviews and survey, and thereafter connects this to existing theory. Analyzing the qualitative interviews it is clear that the employees and the manager's opinions and experiences fit the theory described. Many of the interviewees say they feel like leaders and the managers highlight the fact that the employees are free to be innovative and to participate in all aspects of the firm. Innovation, growth and employees as leaders are all signs of the distributed entrepreneurial leadership.

The second part looks at the leadership from another angle and questions if leadership theory is inadequate to describe the internal dynamics of a small firm. Leadership is an ontological term, and will therefor rely on the person seeing it or describing it. This makes leadership hard to define and therefor the thesis questions its existence. It is easy to get confused with the attempts of defining leadership as these often can describe both culture and structure by changing around the words. By connecting this to the research done, the culture is one of the most important values of a small firm, according to the employees. They value the small firm culture and mention this as one of the greatest advantages of working in the firm. Therefor I am suggesting that culture in a small firm takes over for some of the leadership. And I think the employees find it difficult to separate the two as well. The second point made is the disappearance of leadership, where mundane acts are defined as leadership. Suggesting every day acts are leadership as long as it is conducted by a manager. This devaluates the term leadership and makes it even harder to believe in.

It is easy to argue for both points because the definitions and theory is too wide and broad. This makes the theory applicable to almost anything as long as the writer wants it to be.

Transcript KEAS

Intervju med Eivind

Daglig leder, og eier

Eksistert I 13 år, vært daglig leder hele tiden

Hva er bakgrunnen din?
Bakgrunnen er ledelsesrelatert, men ikke utdannelsen min. Jeg har vært leder I et stort firma, ABB, mellomleder. Også har jeg vært daglig leder I en kjede I norge, fra 95-99, da dette ble staret. Så lederbakgrunn men ikke utdannelsesbakgrunn, den er teknisk, kun teknisk.

Er det stor gjennomsynlighet/åpenhet I KEAS?
Stort sett er det veldig åpenhet, når det er åpenhet. Fordi det er en veldig liten bedrift, så er det en person eller to som har alt av ledelse, så have vi ikke en økonom som heletiden sitter med tallene. Men det er veldig stor åpenhet om alt av innkjøp og salgspriser og sånt noe. Men det er ikke veldig ofte det blir presentert, en men to tre ganger I året tenker jeg.

Hvordan er firmaet bygd opp, og hvordan fungerer det i praksis?
Det fungerer I praksis nå, men det har jo endret seg, og det endrer seg med jevne mellomrom. Jeg tar alle store avgjørelser, jeg delegerer nesten alle oppgaver. For når man har 28 ansatte så kan man ikke ha en finger med I alt, man kan ikke ha 28 telefoner på banen. Det fungerer stort sett sånn I små bedrifter, at den daglige lederen gjør altfor mye, og det har jeg også gjort. Og da går du I kjelleren. Så nå jobber jeg ikke mer enn en normal arbeidsdag. Altså jeg tar meg av budsjetter, jeg tar meg av ikke minst resultatoppfølging, jeg tar meg av store avtaler og jeg tar meg også av en del befaringer og prisgiving, fordi det er meg som har mest elektro-salg kompetanse. Men stort sett tar elektrikerne seg av de og på rørlegger og på tømrer så er det andre som gir priser.

Når forstod du at det var behov for mellomledere?
For fem år siden så skjønte jeg at skulle vi fortsette med dette her, så måtte jeg gi noe av ansvaret over til andre.

Har de ansatte mye faste rammer å forholde seg til?
Det går veldig av seg selv, det er nok en veldig grei struktur. Men vi prøver og feiler fortsatt. Rammene er egentlig kjempeklare, men de blir ikke alltid fulgt. Det er en personalhåndbok på 30 sider som egentlig skal fylles, og den er detaljert og grei. Men noen er jo flinke til å følge rettningslinjer og ikke andre.

Har dere et felles mål som alle kjenner til?
Ja vi har vel egentlig det. Vi har ikke noe mål om å tjene mest mulig penger, vi har et mål om å tjene penger, for det må vi. Vi har mål om å være en trygg og god bedrift for de som jobber er og for kundene våre, som de kan stole på. Og fordi jeg er over 50 år, har jeg ingen ambisjoner utover det å være en trivlig arbeidsplass.

Finnes det noe ledelsesutvikling?

Nei. Den eneste som har gått på noe ledelsesutviklingskurs er meg selv, i ABB på begynnelsen av 90-tallet. Men jeg syntes det fungerer veldig greit med prøving og feiling.

Når vil du si at ledelse er viktig?
Ledelse er viktig hele tiden og det er også veldig klart: jeg ønsker å være en leder i 90%av tia, og en sjef i toppen 10%.

Hvordan vil du da definere ledelse og sjef?
Ledelse, det er jo egentlig en måte å prøve å motivere alle til å dra riktig vei, men når ting kommer litt feil ut, og det dannes uvaner, da må man trø til å være sjef. Dersom det ikke er godt nok å være leder, om man ikke klarer å lede flokken riktig vei. Da må man banke i bordet, og det er nødvendig en gang i blant. Men om man klarer å være bare leder mesteparten av tiden er det bra. Før i tiden var det omvent, da var man sjef 90% av tia og leder 10%.. og for veldig mange er det nok nå 90% leder, selv om ikke så mange tenker over det.

Er du en synlig leder?
Nja, jeg tror alle vet hvem jeg er. Men jeg er ikke synlig utad, og det er med vilje. Jeg hater å se meg selv i aviser, derfor sier jeg nei til mye sånnt. Men for guttene er jeg nok tålig synlig. De vet akkurat hvor de har meg og de vet akkurat hvilke krav jeg setter. Og noen syntes det er ekkelt og noen syntes det er helt topp.

Er det en fordel å jobbe i en liten bedrift?
I en stor bedrift er det kun ett mål og det er kroner og øre. I en liten bedrift er det lederen som bestemmer målet, og det er ikke alltid det er kroner og øre. Og det syntes jeg er en fordel. Men for mange en forferdelig måte å se det på. Men det gjelder trivsel. Jeg har ingen krav. I en stor bedrift og man blir den beste ansatte ett år og får aplaus for det, så kommer likevel februar neste år og man skal overgå fjoråret, sånn erfaring har hvertfall jeg. Men her har vi ikke noe mål utover å være fornøyd. Og i en stor bedrift er man mer sjef enn en leder. Der har alle veldig definerte oppgaver.

Intervju Cathrin

Stilling: Business developement manager, Team leader, team Norge
Ansvarsområde: Salg, marketing, levrandører og de ansatte på team Norge
Ansatt siden 1. nov 2010

Tidligere erfaring: Nordea (finans), Espirit (salgsleder)

Hvordan er åpenheten på Gavekortet? Med tanke på budsjetter, marked osv.
Alt er veldig åpent, vi har tilgang til budjetter, vi kan se ett år frem i tid; hva vi har, og hvilke mål vi har å gå etter. Så på den måten så er det helt klart stor åpenhet rundt det.

Er dette hjelpsomt for deg?
Ja det er det helt klart. For å se hva målene er.

Hvordan er firmaet byggd opp?
Det er en klar oppbyggning, Henrin Ravn er sjefen, også har vi fått Charlotte som da er undersjefen. Også er det Torben som er finansjef, og som noen ganger kan tre inn som Henrik Ravn. Også er det da managers på disse salgsteamene. Men selv om jeg er ansvarlig for teamet, føler jeg meg ikke som en sjef. Jeg har ansvar for at ting skal fungere i teamet og lage de oppgavene som skal gjøres. Det er selvfølgelig mange ting å se til, men det er ikke mitt ansvar å bosse rundt.

Blir ting rapportert deretter, etter oppbyggningen?
Jeg tror man går direkte til Henrik Ravn dersom det er et problem. Men nå har vi jo også fått Lena (pakkeromsanvarlig), så det har kanskje blitt mer sånn i det siste, at man går til nestlederen og rapporterer. Men Henrik har alltid gitt utrykk for at han gjerne vil vi skal komme til han.
Men vi vokser og blir større, så nå har vi fått flere underledere; pakkerommet har fått sin leder. Alle har sine ledere, hvor man kan ta opp sine issues, så kan den mellomlederen ta det videre med Henrik. Slik har det ikke vært alltid, men jeg tror det vil bli mer av det.

Har dere mulighet til å jobbe dere opp til mer ansvar, høyere tittel?
Nei, for mitt vedkommende er jeg der jeg er. Jeg kan ikke få høyere tittel enn dette. Kanksje kan jeg få andre type oppgaver, kanskje blir det mer konsentrert hvor man kan utvikle seg mer innenfor færre felt.

Har du faste rammer å forholde deg til?
Vi har veldig frie hender, men selvfølgelig har vi noen rammer. Vi vet vi har et budsjett som skal nås, og vi vet hvordan vi skal nå det. Men det er ingen som forteller meg akkurat hva jeg skal gjøre og til hvilken tid. I tidligere jobber har jeg hatt fastere rammer (Espirit). Men her bestemmer vi selv hvordan vi skal gjøre det, så man må virkelig motivere seg selv for å få gjort tingene.

Hvordan blir disse rammene/retningslinjene kommunisert til deg?
Man får oppgaver, men det er meg, cathrin, som bestyemmer hvordan de skal utføres. Og når jeg begynnte fikk jeg en grundig opplæring i alle basic tingene, men hvordan jeg gjør de andre oppgavene og hvordan jeg takler dem er opp til meg og i min egen rytme. Men man kan ta det opp med ledelsen om man ikke er på rett spor.

Kjenner du til målet/visjonen i Gavekortet.dk?
"de ti bud" som henger på kjøleskapet. Jeg tror ikke firmaet har noe ann visjon enn å vokse og å hjelpe hverandre og være ærlige. Tidligere har jeg opplevd veldig klare mål i andre firma.

Finnes det noe ledelsesutvikling i frimaet?

Før syntes jeg ikke det har vært noe, men nå har Charlotte kommet på banen for ca 2 mnd siden. Charlotte har mye å by på, og jeg vet det skal komme salgstrening ol. Dette er virkelig tiltrengt.

Hvordan vil du definere ledelse?
Forskjell på leadership and management?
De er veldig forskjellige, men glir litt oppi hverander likevel. Leadership er mer ledelsen, at man har mer med ytterkantene å gjøre, med oppgavene å gjøre. Mens management er mer i dybden, og ikke nødvendigvis så god på det mennesklige aspektet.

Du nevnte tidligere at en god leder skal være en synlig leder, syntes du ledelsen her er synlig?
Ja, ledelsen her er synlig, spesiellt i det siste etter Charlotte. Hun er en del av de ansatte og er med på å utvikle oss i stede for å stoppe oss/sette opp sperrer. Og det er veldig positivt.

I hvilke situasjoner syntes du ledelse er viktig?
Ledelsen er viktig dersom det oppstår komplikasjoner, og at de kan løse konflikter blandt ansatte ved å være nøytrale, men også skape rammer og trygghet for de ansatte. Også skal ledelsen være synlig.

Ser du på deg selv som en leder?
Jeg vet jeg har ansvar for noen ting, og jeg tar disse oppgavene veldig seriøst. Og jeg vet også jeg har ansvar for noen mennesker jeg har i teamet mitt. Jeg vil ikke kalle megslev en leder, men jeg har noe ansvar for oppgaver og team norge.

På hvilke måte bidrar du til ledelse i firmaet?
Jeg bidrar på den måten da jeg har siste ordet i team norge, eller om det oppstår problemer der har jeg ansvar. Jeg er også den som stiller på statusmøter og månedsmøter. Det er også jeg som tar de kjedelige situasjonene med kunder eller levrandører, om det behøves.

Hvilket forhold føler du du har til lederen?
Jeg har et fint forhold til Henrik. Det er ikke kun profesjonelt, men vi holder det mest på det overfladiske og generelle når vi snakker om "private" ting.
Charlotte derimot er flinkere på å "gi av seg selv", både profesjonellt og privat.

Forandrer rollen din seg i forskjellige situasjoner?
Ja, det gjør den. Jeg småprater ikke mye med Henrik, men det kan jeg gjøre med jentene i teamet.

Hvilke fordeler finnes ved å jobbe i et lite firma?
Fordelene er at man blir sett og hørt litt mer. Jeg har morgenmøte med øverste sjef hver uke, hvor jeg har mulighet med å komme med mine innvendinger. Det er ikke alltid det går igjennom, men jeg har mulighet til å forandre ting i mitt team. Jeg har mulighet til å bli sett og hørt i hele firmeat, dersom jeg har noe å slå ned på. Jeg kan påvirke på en annen måten, enn for eksempel i Nordea som r mye større og har mange faste rammer.

Hvilke ulemper finnes ved å jobbe i et lite firma?
Ulempen er helt klart de faste rammene. Det vil si alt som har med regler for gitte situasjoner å gjøre, hvor store firmaer har en håndbok for. For eksempel hva som skjer dersom man skal i en begravelse. Dette frimaet har ikke slike prosedyrer, og det blir emr løst og fast rundt prodesyrene. Rammer og prosedyrer er viktig. Den andre ulempen er at man ikke har store muligheter ti å begeve seg oppeover i systemet. Man kan utvikle seg, men ikke klatre som i et stort firmaet.

Hvem søker du hjelp fra dersom du har problemer på jobb?
Jeg søker hjelp fra den jeg vet har styr på det, ellers går jeg til Torben, han har styr på alt.

Intervju med Simon

Stilling: Account manager
Ansvarsområde: jeg har ansvar for mye av vår onlineannonsering, google, B2C salg, pluss jobber på et av de løpende prosjektene i firmaet.
Jobbet i Gavekortet.dk i 10 mnd, startet i pakkerommet
Har bachelor fra CBS, jobbet i et IT firma i Bangladesh, var general manager der.

Hvordan er åpenheten rundt marked og budsjett i firmaet?
Jeg syntes det er rimelig åpent, altså virksomhetens størrelse gjør at det er rimelig lett å få innsikt i hva som skjer i forskjellige avdelinger. Og det tror jeg er viktig når man er en virksomhet i vekst som stadig vekk utvikler seg. Og det syntes jeg er gøy, fordi man kan være med litt over det hele.

Hvordan er oppbyggningen i firmaet?
Det er en utrolig flat virksomhetssruktur, og det er først nå vi har fått ansatt en mellomleder, Charlotte, som da skal fungere som salgssjef. Men ellers har alle i hele virksomheten mulighet for å gå over til direktøren å si hva som er i veien. Og det syntes jeg er positivt.

Har de ansatte mulighet til å jobbe seg opp til mer ansvar?
Ja, det syntes jeg faktisk. Alle har mulighet til å gripe muligheten. Om det er noe man syntes er spennende å arbeide med så mener jeg at man på en eller annen måte kan få komme til det dersom man viser ansvar. Det har jeg selv gjort. Det synter jeg er veldig positivt.

Hvordan har firmaet forandret seg når du først startet?
Jeg syntes ikke selv jeg har opplevd den store forandring, for jeg begynnte etter den helt store veksten. Men man kan se at det er planlagt en forandring, men ansettelsen av den nye salgssjefen. Det er en forandringsprosess på gang.

Har du faste rammer å forholde deg til?
Litt av hvert, jeg har noen faste rammer i forholdt til alt jeg har noen oppgaver som krever at jeg sitter på min plass. For eksempel at jeg tar del i kundeservicen og administrative oppgaver. Men jeg har også muligheten til å gå ut av kontoret og møte levrandører i forbindelse med et prosjekt jeg jobber med.

Hvordan blir disse rammene kommunisert til deg?
Det mener jeg ikke de blir. Det er en lit laisses faire stil ver det at man selv skal prøve å vurdere det.

Finnes det et delt mål alle arbeider mot?
Vi jobber alle mot å våkse og at vi skal tjene mer enn forrige år. Men så har vi også noen verdier som henger over kjøleskapet.

Hvordan blir avgjørelser tatt?
Noen beslutninger blir tatt på ledelsesnivå, men så syntes jeg noen beslutninger ikke behøver ledere til å avgjøre, emn som godt kunne bli tatt i de mindre teamene. Men det blir gitt en del frihet, og det er spennende.

Hvilke punkter skal ledelsen være med på?
Økonomiske utgifter osv. Her som profitt margen ikke er så stor, er det iktig at pengene blir lagt på rett sted. Men når det for eksempel gjelder detaljer på hjemmesiden og små tekniske ting, mener jeg det ikke er like viktig at ledelsen er med på avgjørelsen.

Hvordan definerer du ledelse/lederskap?
En kombinasjon av veiledning og motivasjon. En god leder motiverer folk til å jobbe hardt og intensivt på sine oppgaver. Mer enn at han skal guide folk gjennom hverdagen.

Hvordan blir du motivert her på GK?
Jeg blir motivert av at jeg får tildelt oppgaver jeg selv liker og at jeg selv kan se at noe av det jeg gjør gjør en forkjell. Og det at jeg får oppgaver andre her på huset ikke kan gjøre bedre enn meg.

Forskjell på leadership og management?
Management er mer den administrative tilgangen til ledelse, hvor leadership er mer han som går med flagget forran og sine troops bak.

I hvilke situasjoner er ledelse viktig?
I situasjoner der hvor det er store risiki i asvgjørelsene som skal bli tatt. Da må ledelsen ta avgjørelser individuellt.

Er ledelsen her veldig synlig?
Nei, fordi det er såpass flat virksomhetsstruktur. Men det kommer nok flere administrative oppgaver der skal fordeles nå som vi vokser.

Ser du på deg selv som en leder?
Jeg har noen oppgaver som ingen andre gjør.

Hvordan er ditt forhold til daglig leder?
Jeg syntes det er positivt at jeg har en god innsikt i hva hans holdning er. Arbeidsrelatert eller ikke, og det gjør det lettere for meg å komme med et resultat han er tilfreds med. Fordi jeg har muligheten til å stikke hodet over disken og spørre "hva syntes du om...". Mens i større virksomheter blir det å dele et strategisk bilde av hvor man helst vil hen, blir en hel oppgave i seg selv. Da blir den kreative frihet litt ødelagt.

Hva vil du si er fordelene med å jobbe i et lite firma?
Lettere å få ansvar og innflytelse. Og det sosiale.

Ulempene?
Små firmaer har lettere for økonomiske problemer, altså jobbsikkerhet. Kulere å være hos større firmaer på CV'en. Staben er mnindre, og da blir det færre mennesker å lære noen fra.

Intervju med Karina
Stillingstittel: Business developement manager
Ansvarsområde: Ikke noe er satt ned på papiret, mange ansvarsområder. Levrandører, kunder, markedsføring. Masse forskjellig. Det kommer noe hele tiden. I begynnelsen ansvarlig for tema gavekortene, mend et er det ikke tid til nå.
Ansatt i 2,5 år
Tidligere ansatt i et tysk firma. Alltid jobbet med salg.

Åpenheten på gavekortet:
Vi kjnner tallene, vi sitter selv å følger med. Men det finnes ikke så mye om hva vi skal gjøre for å gå videre, men vi vet godt hvordan budsjettene er.

Oppbyggning:
ingen klar oppbyggning. Og det savner jeg faktisk. Vi har en leder, Henrik. Så det er mye som falle gjennom stolene, for ingen tar ansvar for det.

Hvordan blir avgjørelser tatt?
Beslutningene kan ofte bli tatt for fort, og jeg skulle ønske de til tider var mer gjennomtenkte.
Mange ganger får vi beskjed om at nå gjør vi det..

Jeg startet i den stillingen jeg nå. Og det var en stilling jeg selv har funnet ut av hva er, det var ingen
som fortalte meg att slik er det.

Finnes det rammer til hva og hvordan man skal gjøre det?
Nei, det er det ikke, og det har jeg savnet og etterlyst siden jeg startet. Vi mangler prosedyrer, vi
mangler forretningsgang, vi mangler... så det ikke er noe å være i tvil om. For eksempel når det
kommer gavekort i retur. Vi mangler struktur.

Finnes det et delt mål?
Ikke så synlig, det er de verdiene på kjøleskapet. Men de var tydelige i enuke, så var det noe nytt.
Jeg ønsker en marketing avdeling, en kundeservice avdeling og en salgsavdeling. Så er dte lettere å
sette seg mål. Og det er lettere å følge disse målene. Det blir litt rotete.

Ledelses utvikling?
Ja det passet godt å få inn Charlotte, dette ahr jeg savnet tidligere. Di har ikke før sagt at det er det
her vi skal og vi gjør det på den her måten. Det kommer nå med Charlotte nå føler jeg, innenfor
salg. Så håper jeg bare jeg får tid til det.

Def av ledelse?
Ledelse for meg er at det er satt opp noen mål og handlingsplaner. Det er ledelsen som starter med å
slå veien og si at det er denne veien vi går.

Forskjell l'ship og management?
Lederskap ligger høyere for meg enn management. Det er handlingsplanen og dem som har det
store overbligg. Hvorav management er måten man gjør det på og når dertil.

Når er ledelse viktig?
Bla at det blir laget en handlingsplan og en målsetning. Vi klarer oss selv ellers.

Er ledelsen synlig?
Ja, men jeg syntes ikke riktig vi har noe ledelse. Men nå som vi har fått Charlotte og hun er veldig
synlig.

Hvor viktig er ledelse her?
Det er veldig viktig. Det er ikke viktig å ha en leder for hvert team, men det er viktig at den leder
som da er har lagt ut disse handlingsplanene. Så kan teamene klare seg selv. Charlotte har kommet
med en slags energi som jeg har savnet. Det er motiverende.

Hva slags motivasjon trenger du, hva får du?
Jeg får ingen motivasjon, jeg føler jeg mangler det ofte. Men det er fordi jeg ikke får tid til det jeg
gjerne vil. Det motiverer meg ikke at jeg ikke har tid til oppgavene mine. Sellvrealisering er
motivasjon.

Er du selv en leder?
Nei. Men jeg sier ifra om hva jeg mener, så jeg er ikke redd for å påta meg den rollen.

Hvilke situasjoner vil du påta deg lederrollen?
Jeg sier hva jeg syntes og hva jeg mener. Om det er noe på huset som irriterer meg tar jeg initativ til

å rette opp i det.

Fordeler med å jobbe i et lite firma?
Kortere besluttningsveier. Ikke det samme byråkratiet.

De største forskjellene?
Et større firma har struktur. Man er nødt til å ha prosedyrer og pesonalhåndbok og slike ting. Så det er mye mer struktur. For meg vil det være tryggere, for jeg liker slike rammer.

Intervju med Charlotte
stillingstittel: salgssjef
ansvarsområde: få en modell rundt salget, og få salget synlig og få fugt opp om salget og passe på at vi når våre salgsmål.
Ansatt i to mnd
Tidligere erfaring fra bank. 16 år i Bentsen tekstilservice, jobbet med salg, derretter salgsledelse og coaching. Salgsutvikler.

Åpenhet i firmaet?
Det er stor åpenhet rund budsjett og økonomisk situasjon og hvor vi ska hen. Det er stor åpenhet, men det er ikke rigtig noe retning. Så det er ikke en felles forståelse om hvilken retning vi skal gå i for å nå de overordnede mål.

Hvordan er oppbyggning?
Det er forholdsvis flatt, i og med at det har vært èn leder. Men nå som det har kommet mellomledere inn så skal vi ha definert noen helt klare ansvarsområder så medarbeiderne vet hvem som har ansvar for hva. Men min egen oppfattelse er at det er kort til beslutningene, beslutningsprosessen er veldig kort fordi det er en veldig flat struktur.

Hvordan er mulighetene til å jobbe seg opp til mer ansvar?
På nåværende tidspunkt er ikke det evldig tydelig, og det har noe med å gjøre at virksomheten har vokst innenfor kort tid. Så det er ingen besatte stillinger man kan stige etter å få. Så man må lage sine egne stilligner.

Rammer i arbeidet?
Noe er fast, for det har vi avtalt i kontrakten. Men noe er jo rammer som skal settes i takt med at det er en ny stilling. Så finner vi ut av hva denne stillingen skal inneholde.

Hvordan blir dine oppgaver kommunisert til deg?
Både prøving og feiling, og noe blir sagt klart til meg hva jeg skal gjøre. For mitt vedkommende er det sånn at jeg prøver ut det jeg selv føler er riktig også finner vi ut av om det er bra eller dårlig.

Delt mål i firmaet?
Det er et mål alle arbeider mot, og det er omsettningsbudjettmålet. Men det er stortsett det. Økonomisk vekst.

Ledelsesutvikling i firmaet?
Det er ikke noe hadlingsplan eller utdannelsesprogram fast. Så det er opp til den enkelte. Men jeg mener det er behov for at vi har noen felles kursdager hvor vi setter oss ned og jobber utifra de samme modeller.

Er det mange små firmaer som ønsker coaching?
Det er stort sett større virksomheter, som har en fast struktur. Og de har en prima salgsavdeling hvor

det er folk som skal coaches, og det er en ledergruppe som skal coaches. Hvor i små virksomheter gjør man kanskje ikke så mye ut av det. Jeg tror det er på grunn av uvitenhet eller mangel på tid, fremfor dårlig økonomi i små firmaer. Og i mange små firmaer er det en iverksetter som har vært i gang med å etablere firmaet. Og det det har vært suksess har det vokst kraftig, også har man bare gjort det man pleier å gjøre. Men i det øyeblikk de tar den beslutningen at nå setter vi ledere på de postene man skal vokse, så begynner man også å kikke på utdannelse og utvikling.

Jeg er selv oppvokst i en familie som er selvstendig erhvervsdrivende, en liten virksomhet hvor vi i de gode tider var 15-20 ansatte. Så har jo sett gjennom min opvekst hvordan min far og mine brødre har drevet den virksomheten. Og det er presis det samme jeg har sett der som jeg har sett her og i andre små bedrifter gjennom tidene. Altså familiebedrifter og små entreprenørfirmaer likner velig hverdandre intill de når en viss størrelse og de må treffe andre besluttninger. Nå tror jeg GK er der hvor de må t andre avgjørelser og finne ut av hvordan vi skal strukurere oss for fremtiden.

Hvordan definerer du ledelse?
Ledelse er leadership og management i en skjønn forening. Det er viktig at medarbedere kjenner sine rammer og sine mål og hvordan du kan opperere innenfor disse rammer. Det er også viktig at du blir sett og du blir hørt og det er der leadership delen kommer inn. Coaching er viktig, men det er ikke det viktigste. For man har både behov for noe management og noen rammer, så kan du innenfor disse rammer bruke coaching. Management er den faktuelle delen, hvor det er rammer og mål og hvordan vi forventer ting blir gjort på. Hvor leadership er mer måten du kommer derhen. Ledelse er en kombinasjon av begge. Ledelse er kunsten å dosere det riktig.

Når er ledelse viktig?
Det er alltid viktig. I nye situasjoner, i nye tiltak. Eller i konfliktsituasjoner. Og den daglige oppmerksomheten er viktig. Også støtte før krisesituasjonen.

I hvilke situasjoner vil du føle deg mer som en leder enn andre?
Jeg er ikke i tvil om at det ligger i min personlihet at jeg ikke kan lav vær å gå derhen. Der jeg har fornemmelse om at her skal du tre i karakter, her skal du bare ta et skritt tilbake.

Syntes du at du/din rolle forandrer deg i forskjellige situasjoner her på GK?
Det har jeg ingen oppfattelse av. Jeg føler meg ikke mer som en leder når jeg arbeider med visse oppgaver.

På hvilke måter bidrar du til ledelsen av firmaet?
I forhold til det jeg er ansatt til, innenfor salg. Innenfor ledelse av salg. Jeg har erfaringer med hva som virker og hva som er nødvendig å gjøre for å nå de mål vi skal nå. Men jeg er også klar over at dette ikke er noe man forandrer på 3-4 mnd, dette kan ta flere år.

Hva er fordelen med å arbeide i et lite firma?
Komandoveien er kort, og fordelen er at dersom medarbeidenefår en god ide, eller at de har grepet en situasjon an på en helt bestemt måte. Fra vi får en god ide til det stadie hvor vi implementerer det er generellt kort. Ulempen er, at rollene ikke er fullstendig klart definert. Altså alle har alle roller, så det her med å finne folks styrker og å bruke folks styrker i de rette situasjoner.

Navn: Liselotte
Stilling: account manager
ansvar for salg, møter kunder, pleier kunder.
Ansatt siden oktober 2011.
arbeidet som møtebooker i Stocholm. Studert sosiologi.

Hvordan er åpenheten her i firmaet?
Jeg syntes det er veldig bra, man vet hva alle gjør. Og det gjør at ikke en sitter for seg selv, for alle deler hva man gjør med de andre. Og det er en av fordelene med et lite firma, at man hele tiden, for eksempel på månedsmøtene, får ta del i hva alle holder på med. Dette mister man i et større foretak.

Hjelper dette deg når du skal gjennomføre dine oppgaver?
Delvis, det kan gi inspirasjon. Men alle har ulike arbeidssett.

Hvordan er hiriakiet her på GK? Er det en bestemt oppbyggning?
Ja det er det, samtidig så er det ingen bestem oppbyggning innenfor avdelingene. Der har vi allelike mye ansvar, der er det ingen som er mer sjef enn de andre. Det eneste er ledelsen som sitter, Henrik.

Finnes det muligheter for å jobbe seg oppover til mer ansvar?
Ja, det tror jeg. jeg vet ikke helt hvordan det skulle gå til. Men man kan jobbe seg oppover fra pakkerommet.

Har firmaet forandret seg siden du ble ansatt?
Ja, vi har jo vokst. Og med vekst kommer struktur. For eksempel at salgssjefen har kommet til. Nå er det mer struktur innenfor salg, for hun vil legge opp planer og det har det ikke vært før.

Har du selv mange faste rammer å forholde deg til?
Nei, i så fall er det for meg selv, som jeg har satt for meg selv. Ikke noen som har blitt satt for meg av for eksempel ledelsen. Jeg vet jo hva jeg skal gjøre, og jeg har viss forpliktelser. Men jeg blir ikke fortalt hvordan jeg skal gjøre det.

Finnes det et felles mål i firmaet?
Ja, det er å få flere kunder. Vekst.

Hvordan blir dette kommunisert til deg?
Utifra mine arbeidsoppgaver så har jeg fått klart for meg at dettte er målet. Jeg skal få flere kunder og snakke med flere folk, ha kontakt med kunder. Og salg. Men det er jo vår organisasjon å selge.

Hva er forskjell på leadership og management?
Lederskap er å få alle i en retning, å hjelpe folk til å gjøre det som blir satt. At man leder folk i rett retning. Management er mer å ta konflikter når disse oppstår.

Finnes det et skille mellom dette her?
Jo, men ikke på et veldig markant sett. Og det syntes jeg er bra, for det tror jeg ville gjort det mer hiriarkistisk.

Syntes du ledelsen er synlig?
Ja, det syntes jeg. Vi har ukentlig kontakt og de sitter rett der for oss til å prate med dem når vi vil.

Når er ledelse viktig?
Jeg tror det er veldig viktig når det gjelder store besluttninger som skal gjelde hele virksomheten, men avdelingsvis så er vi bare fire eller fem stukker som skal bli enige. Så det er viktigere når det gjelder alle i virksomheten.

Ser du på deg selv som en leder?
Nei, ikke på jobb. Fordi på avdelingen er vi veldig likeverdige og ingen er leder.

Føler du at du bidrar til ledelsen av firmaet?

Ja litt, fordi jeg sitter som eneste ansvarlig for salg på Sverige. Så utifra dette kan jeg påvirke hva som skjer. Så jeg føler jeg påvirker firmaet litt.

Hva er fordelene med å arbeide i et lite firma?
Det er mer kommunikasjon. Det er mere valgfrihet og vekslende arbeisoppgaver, man behøver ikke gjøre det samme hele tiden, man gjør litt av hvert og det gjør det gøyere. Man når også ledelsen lettere. Det føles ikke like upersonlig som i et stort firma.

Ulemper?
Det kan falle mere press på hver og en i et lite firma. Man får mer ansvar og det forventes mye mer av deg slik at det blir høyere trykk på hver enkelt arbeisoppgave.

Navn: Mirva
Title: business developer
responsibility: sales, and part of the marketing and customerservices.
Worked since 2009 (part time at the beginning)

how is the transparency in the firm?
As a team we get to know the numbers, so it is quite specific what we know actually.

How does this help you?
It is helpful because this way we can se how much money we have spent and how much we have left, for example on marketing. There are limits to what you can do, but I get relieved when I see that we have reached the bujet and what we are suppose to sell each month. It is nice to see results to what you do.

How is the structure of GK?
It is very equal, we only have the CEO, Henrik, which I feel is my boss. And Chalotte, the sales manager. Otherwise I feel everyone is equal an helping each other and no one is taking the leadership.

How are decisions made?
They are mostly made in each team, so every country makes their own decisions.

Can the employees work themselves up to more responsibility?
I don't think you can get a better title. But you can get almost as much responsibility as you want. You put your own goals, a side the sales goals.

Do you have certain frames to work within? Rules of direction?
No, we have the freedom to do it how we want.

Does GK have a common goal?
Yes. But is is not communicated directly to me, but you can feel it more in the atmosphere. For example the employee of the week during christmas. And the ten points on the fridge.

Do you feel the the coaching of Charlotte was necessary at this point?
I think that the earlier the better, so we could have needed guidance a bit earlier in the growth period. Henrik has a lot of things to do, so he can't be everywhere all the time. So I think it was good to have Charlotte come inn now.

Difference between l'ship and management?
Management is more about the paper things, leadership is more about the people.

A good leader pays attention to everyone, and don't favor specific people. And keeps the atmosphere nice and calm. So that everyone feels it is a safe and good place to be. And someone everyone can trust?

When is leadership important?
All the time, but especially in conflicts. Because in a small company you become good friends with you colleagues, so the conflicts become more personal. So the leader can help see it from another perspective.

Is the leadership here visible?
Sometimes even too much, because it is a small company.

How important is leadership here?
It is important because it is a small company, you feel he is there when you need him. And you don't have to be afraid of him, because you see him all the time. But when he is on holidays, everyone knows what to do.

Do you see yourself as a leader?
No, not here. But maybe if the finnish teams grows a lot, and we'll be ten people I could see myself as a leader of for example customer service. I feel responsibility makes me a leader.

How is your relationship with the CEO?
It is mostly business, but we also as each other how the week-en was and so on. But I feel comfortable with him.

Does your role in the firm change in different situations?
No I don't think so. My role in the firm is just to be one person on the finnish team, where we share the responsibility quite equally.

Are you happy with the structure of the firm?
Yes.

Perks of working in a small firm?
You know everyone, everyone has faces and personalities. The atmosphere is less formal. An people help each other. When I need help I mostly ask within the team, or those who would know how to solve it. But I don't ask Henrik that much.

How has GK changed since you started?
When I started it was really small, and I didn't take it so seriously as I do now. Now i can see that it works in Finland, like it also has in Denmark.

 Has the frames and leadership changed?
Yes, there are more frames around the budget and results. And I have to report more now, back to the management.

Navn: Henrik Ravn,
Stilling: CEO
Oppstarter av Gavekortet.dk

Er det en sterk forskjell mellom leadership og management på GK?
Ja det er det. Og det tror jeg er viktig for å fungere. Management for meg er mer diktering om at

sånn og sånn gjør vi det. Hvor leadership går mer på at de følger med fordi de syntes prosjektet er spennende.

Er du både leader og manager?
Ja, men jeg vil jo helst føle at jeg er en leder på det vis at jeg er med på å sette noen retningslinjer, men folk er med på å definere retningslinjene, og de systemer som gjør at vi når de mål som er satt. Men det er ikke så mye jeg tenker over i hverdagen, for vi er jo en flat virksomhet. Vi kjører ikke med de store hiriakier. Men nå som vi er blitt større, og det forventes mer av oss blir vi nødt til å ha litt mer stuktur, man må ha prosedyrer. Men forhåpentligvis kan vi holde den ånden vi har. Vi vil ikke at prosedyrene skal hemme oss, for vi ønsker å være fleksible.

Når ble GK så stort at du følte det ble behov for mere management?
Det har kommet gradvis, den første vi fikk, var Torben, for to-tre år siden, som var det første tegn til middle management. Så nå har vi fått Charlotte. Men det er også veldig delikat å gjøre slike ting, for folk venner seg til stukturen i virksomheten og motstår forandring, fordi de føler det allerede går fint. Jeg håper vi har gjort endringene i rett tid. Og ettersom vi vokser må vi nok ha flere. Men vi skal aldri bli en stor bedrift med mye middle management. Vi skal lage stuktur og monitere, men ikke kontrollere.

Ønsker du at alle skal ta ansvar og være litt ledere selv?
Ja det vil jeg gjerne. Jeg vil gjerne at folk skal ta ansvar, og om de kommer på gode ideer så kan de bli prosjekansvarlige på dette prosjektet. Og også at alle tar ansvar for det land de sitter på og det prosjekt de driver med. At alle som er føler en stolthet og glede. De føler et eierskap. Jo mer folk føler ansvar, og at de har forholdsvis frie tøyler. At de kan føle at dette her er deres egen lille butikk.

Hvor viktig er ledelsen nå i forholdt til før GK vokste veldig mye?
Det blir viktigere, jo større man blir. Og det blir mer utfordrene jo større man blir. For når man er 5-10 mann er det lettere å være nærværende. Og å engasjere seg. Men når man plutselig har blitt flere uten å få mange middle managers, så er det noe av det som irriterer meg noen ganger, at man bruker for mye tid på å drive forretning, og ikke har tid til de ansatte på personlig plan. For når virksomheten er mindre, kommer ledelse mye mer naturlig. Man er ikke så mange om det. Og man har mye mer livlig dialog. Nå blir det mer systematisert.

Ekstra kommentarer: man skal finne balansen mellom frihet og rammer. Man er nødt til å gå å fine-tune hele tiden. Det handler om hvordan man gjør tingene for å motivere de ansatte. Jeg vil kjempe mye for den ånd vi hadde da vi var fem nå som vi er fem og tredve, derfor ønsker jeg ikke så mange middlemanager. Man må også ha de rette ingredienser, de rette mennesker om bord, hvis ikke vil heller ikke systemer fungerer. Jeg prøver å skape et spennede faglig arbeidsmiljø, hvor man kan ha respekt for den jobben man gjør og med masse søte mennesker.

Har hatt manager jobber tidligere.

Kjønn:

Mann	68%	52
Kvinne	32%	24

0% 25% 50% 75% 100%

Hva er din senest avsluttede utdannelse?

Videregående	12%	9
Kort etterutdannelse (1-2år)	22%	17
Bachelor (3-årig)	31%	24
Master (1-2årig)	23%	18
Annet	12%	9

0% 25% 50% 75% 100%

Ledes firmaet av samme person(er) som startet firmaet?

Ja	52%	32
Nei	48%	29
Vet ikke	0%	0

0% 25% 50% 75% 100%

Har firmaets visjon eller målsettning blitt kommunisert tydelig?

I veldig liten/ingen grad	5%	3
I lite grad	20%	12
I noen grad	43%	26
I stor grad	33%	20

0% 25% 50% 75% 100%

Har ansatte mulighet til å jobbe seg oppover og til mer ansvar?

I veldig liten/ingen grad	4%	2
I liten grad	15%	8
Nøytral	4%	2
I noen grad	45%	25
I stor grad	33%	18

0% 25% 50% 75% 100%

I hvilken grad er det: - ..åpenhet om firmaets potensielle fremtid

I veldig liten/ingen grad	0%	0
I liten grad	0%	0
Nøytral	4%	2
I noen grad	39%	21
I stor grad	57%	31

0%   25%   50%   75%   100%

I hvilken grad er det: - ..åpenhet om firmets budsjett og økonomiske situasjon

I veldig liten/ingen grad	0%	0
I liten grad	7%	4
Nøytral	6%	3
I noen grad	37%	20
I stor grad	50%	27

0%   25%   50%   75%   100%

I hvilken grad er det: - ..oppfordres kreativitet og nytenkning

I veldig liten/ingen grad	2%	1
I liten grad	2%	1
Nøytral	17%	9
I noen grad	33%	18
I stor grad	46%	25

0%   25%   50%   75%   100%

I hvilken grad er det: - ..blir de ansattes forslag gjennomført

I veldig liten/ingen grad	2%	1
I liten grad	6%	3
Nøytral	13%	7
I noen grad	52%	28
I stor grad	28%	15

0%   25%   50%   75%   100%

I hvilken grad er det: - ..har de ansatte faste rammer å jobbe innenfor

	%	Antall
I veldig liten/ingen grad	2%	1
I liten grad	11%	6
Nøytral	13%	7
I noen grad	35%	19
I stor grad	39%	21

I hvilken grad er det: - ..har de ansatte fritt spillerom i sitt ansvarsområde

	%	Antall
I veldig liten/ingen grad	0%	0
I liten grad	7%	4
Nøytral	6%	3
I noen grad	52%	28
I stor grad	35%	19

Utdannelse i firmaet - Har ansatte mulighet for å dra på sponsede kurs for å utvikle seg innenfor sitt arbeidsområde?

	%	Antall
I veldig liten/ingen grad	9%	5
I liten grad	19%	10
Nøytral	11%	6
I noen grad	33%	18
I stor grad	28%	15

Utdannelse i firmaet - Blir ansatte oppfordret til å hente kunnskap utenfor firmaet?

	%	Antall
I veldig liten/ingen grad	4%	2
I liten grad	13%	7
Nøytral	19%	10
I noen grad	31%	17
I stor grad	33%	18

Utdannelse i firmaet - Finnes det lederutvikling i firmaet?

Kategori	Prosent	Antall
I veldig liten/ingen grad	17%	9
I liten grad	28%	15
Nøytral	20%	11
I noen grad	26%	14
I stor grad	9%	5

Utdannelse i firmaet - Har ansatte mulighet til å bli coachet innenfor sitt arbeidsområde?

Kategori	Prosent	Antall
I veldig liten/ingen grad	11%	6
I liten grad	19%	10
Nøytral	17%	9
I noen grad	37%	20
I stor grad	17%	9

Hvor viktig er ledelse (the leadership) i ditt firma?

Kategori	Prosent	Antall
Ikke viktig	0%	0
Litt viktig	6%	3
Nøytral	16%	8
Viktig	63%	32
Svært viktig/uunværlig	16%	8

Ser du på deg selv som en leder?

Kategori	Prosent	Antall
I velig liten/ingen grad	6%	3
I liten grad	6%	3
Nøytral	10%	5
I noen grad	33%	17
I stor grad	45%	23

Er din rolle i firmaet tydelig for deg?

	%	Antall
Veldig lite tydelig	5%	2
Lite tydelig	7%	3
Tydelig	24%	10
Veldig tydelig	64%	27
Vet ikke	0%	0

Forander din rolle seg etter hvilke situasjoner som oppstår?

	%	Antall
I veldig lite/ingen grad	15%	6
I liten grad	17%	7
Nøytral	5%	2
I noen grad	44%	18
I stor grad	20%	8

Påtar du deg en leder-rolle når daglig leder ikke er fysisk tilstede?

	%	Antall
I veldig liten/ingen grad	10%	4
I liten grad	13%	5
Nøytral	41%	16
I noen grad	10%	4
I stor grad	26%	10

Samlet status

	%	Antall
Ny	0%	0
Distribueret	0%	0
Nogen svar	45%	35
Gennemført	55%	42
Frafaldet	0%	0

Rightclick to update

Hva er hovedfokuset i visjonen/målsetningen?

- Innovation
- Være en makedsleder i hele norden vedr. gavekortportaler og gavekortsalg.
- At drive nordens største gaveportal med den bedste service.
- Å være en trygg og solid driftspartner. Og å yte service.
- Kunden i fokus. Fornøyd kunde
- Å tilby tjenester til næringseiendom i hele Norge innenfor en ramme på 10 år
- Fersk lokalmat
- Være ledende på virksomhetsstyring i Norden
- Overordnet kjernevirksomhet og markedsmål/-dekning
- Helhetlig Virksomhetsstyring
- Bli best på kjerneområdet i et geografisk bestemt område
- Firmaet skal være markedets førstevalg når det gjelder utbygging, vedlikehold av infrastruktur for kommunikasjon.
- Vekst
- break even
- Produsere kvalitet.
- Visjon - årsaken til at vi er til og hva vi ønsker å oppnå på lenger sikt. Målsetning - finansielle og prossesmål i femårsperspektiv
- Bli en ledende levererandør av konsepter til animert familieunderholdning i form av spillefilm og TV-serier
- Nyskapning, utvikling og totalleverandør av tv produksjoner.
- Å blie et betydelig internasjonalt selskap som skal utvikle, selge og supportere IT-løsninger for bank og finans.
- Konsernet har som mål å bli ledende produsent i Europa i sin bransje og skal oppnå dette gjennom en grønn profil.
- Vekst, høy kompetanse, lønnsomhet
- Øke vår markedsandel av hyttemarkedet i Norge
- Best i byen til hvert tid.
- Kvalitet til riktig pris
- Tydelig profil mot kundemasse, samt kommunikasjon av denne. Åpenhet internt, og trivsel blant ansatte. Klar økonomiplan rundt inntjening og videreinvesteringer av midler.
- Økt volum for å overleve!
- Ledende tannteknikske lab i Norge med jevn god kvalitet. I front når det gjelder nye produkter.
- Gjøre hverdagen lettere for våre kunder
- Å oppnå gode resultater gjennom god kvalitet på leveransen vi gjør mot våre kunder.
- Selge gode varer til fornuftig pris.
- Det beste sted å være.
- Å realisere kundens ønsker/behov.
- Skal til enhver tid være teknisk ledende innen vårt område. Samt holde stort fokus på kvalitet og fleksibilitet
- Å være ledende innen fagfeltet
- Utvikling av ny teknologi
- Å være en av Norges ledende produsenter av brannklassifiserte ståldører, sikkerhetsdører, glassdører og porter
- Markedsleder, kundeorientert og Norden
- Våre kunder
- Bli den viktigste IT aktør på Sørlandet
- "Å utbre Den Hellige Skrift" Altså et sterkt verdifokus.
- Totalleverandør Enkel hverdag for kunder Omstilling/nytenkning

Finnes det motiverende incentiver i ditt firma? (Bonusordninger, premier o.l) Hvilke?

- Ja Bonusordninger
- Bonus ordning, sjove mennesker, interessant opgaver, gazelle status.

- I mindre grad. Små gaver.
- Bonusordninger
- Vi har en lille bonusordning og nogle gange små salgs premierer.
- Bonus Sociale arrangementer
- Ja en bonusordning
- Bonuser når resultatene tilsier det
- Bonus
- Bonus
- Stor andel variabel lønn. Premier for verving av nye medarbeidere.
- - bonusordninger til ledere og til avdelinger - provisjoner til selgere
- Bonusordninger
- Ja, resultatbaser lønn på alle nivåer i firmaet
- Ja, vi har et bonus system.
- Variabel lønnsdel
- Nei
- Nei
- Bonusordninger
- Alle har en eierandel i firmaet
- God lønn. Goder. Gode gaver.
- Nei
- Bonuser, og askjer i selskapet.
- Vi har bonusordninger.
- Ja, overskuddsdeling
- I noen grad, f.eks. bonusordning til selgere, akkordordninger for snekkere.
- bonus
- ja
- Nei
- Bonusordning for alle ansatte sett opp mot omsetning/overskudd.
- bonus
- nei
- Nei
- Nei
- nei
- Nei - p.t. ikke noen.
- Nei
- Bonusordning
- Ja
- Ja, vi har bonus ved resultatoppnåelse
- lønnsbonus
- Bonusordning
- Nei
- Bonusordninger, individuell, gruppe og selskapsresultat.
- Likt kronebløp til alle med en viss tilknytning til overskudd.
- Bonusordninger
- Kurs og videreutdanning. Fleksible arbeidstidsordninger.
- Bonusordninger

På hvilken måte er ledelse i firmaet viktig/ikke viktig?
- At det settes rammer omkring hele driften av firmaet sånn at man har rettningslinjer at jobbe ut ifra.
- Det er vigtigt i en sådanne grad at folk har brug for støtte, samt hjælp hovedsageligt til forretningsudvikling.
- Primært til motivation.
- -
- De tager ansvar over de største beslutninger og står bag de største beslutninger/ting.
- Vigtig at gå forrest og vise vejen.
- Det er vigtigt for de enkelte medarbejdere at der er en ledelse der viser vejen. At mål og handlingsplaner er nedskrevet af ledelsen.

- Leders rolle er viktig
- Kontroll og kvalitetssikring
- Avgjørende spørsmsål, prissetting
- Har ikke så mye å si for dag til dag business.
- Vi har en svært operativ ledelse med oppfølging av enkeltaktiviteter og leveranser. Ledelse i form av coaching og faglig oppfølging blir noe nedprioritert.
- Konsulenter som jobber veldig sellvstendig med unik spisskompetanse, ofte ute hos kunder 5 dager i uken, er en utfordring for ledelsen.
- Tydelig hovedretning men med stor grad av påvirkning fra de ansatte
- Viktig
- Ta riktig avgjørelser på større prosjekter. lede ansatte til å gjøre jobben sin på sitt beste
- Retningsgivende og tempogivende for handlinger
- Vi har en flat struktur og kan i noen grad utfylle eller erstatte hverandre i lederfunksjonen. Det viktigste er at vi har en formell oppnevnt leder utad i forhold til samarbeidene selskaper, regnskapsførsel, styre og myndigheter etc.
- Bransjekunnskap og nettverk er vesentlig, og ledelsen må ha dette.
- Veligig viktig for flyt, samarbeid, system og trivsel
- Ledelsen må ha kunnskap om produkter, marked og konkurrenter. Ledelsen må jobbe og vite, ikke nok å lede.
- Eneste ansikt utad. Koordinerende rolle for alt som skjer.
- Gå forran
- De ansvarlig akal være på jobb til en hvert tid
- Rundt formulering og oppfølging av målsetning. Rundt videreutvikling av konsept og ideologi.
- Tydelighet
- Informasjon og motivasjon
- Det er ikke så mye fokus på ledelse.
- Som forbilde for de ansatte i forhold til utførelse av arbeidet, fokus på HMS, orden, kundefokus, kvalitet
- Ha overordnet oversikt Styring av personell, kostnader - opprettholde rutiner/ holdninger
- Viktig for å holde kontroll og inspirere
- Definering og jobbe mot å nå mål, inspirere og legge til rette for at den enkelte har optimale forhold til å utføre sin jobb.
- Står for hvor vi ønsker å gå videre. Tydeligjøre det gjennom ord og handling.
- Det er viktig å ha en ledelse som følger den utviklingen som er fastlagt i strategisk plan, og å gjøre de endringer som er nødvendig når markedet endrer seg.
- Selvstendige konsulenter
- Strategiarbeidet er viktig
- For å ha kontroll på økonomi, personell, innkjøp etc.
- For at firmaet skal drive lønnsomt.
- Vi trener ledere, gir de utfordringer og tilbakmeldinger
- Koordinerende, støttende. Sørge for riktig allokering av ressurser og styrking av internkultur.
- De ansatte har stor grad av frihet under ansvar, men det sklir lett ut dersom det ikke er en klar ledelse som danner kulturen.
- For å sette strategisk retning og for å rekruttere de riktige mennesker til nøkkelposisjoner
- Ansvar Korte linjer

På hvilke måte bidrar du til ledelse av firmaet?
- Individuelt for teamet
- Jeg bigrager med projektledelse.
- Uddeligering af arbejdsopgaver til flere ansatte.
- -
- En af de leder af den finske team. Også har et tidspunkt været den eneste som har hele ansvaret finske team.
- Sætte rammer om salg/coaching og målstyring
- Tager ansvar
- Ved å være tilstede for de ansatte
- Generator og sjef
- ..

- Leder meg selv
- definere målsetting og overordnet veivalg, oppfølging, faglig coaching
- i liten grad
- Teamleder
- Ingen, nyansatt
- Saftey rep, sier jo mye i seg selv. Samt har ansvar for store deler av avdelingen som igjen har ansvar å supporte. Samt office management
- Er visjonær og retningsgivende.
- Tar del i arbeidet med strategi og målsetninger.
- Jeg har ansvar for innholdsproduksjon og utvikling.
- Ingen
- Jeg har lang erfaring både fra IT og banking. Jeg vet svært mye om det vi holder på med. Jeg kan evaluere forslag og være med å ta gode og hurtige beslutninger, som andre selskaper kanskje gjør på måneder/år.
- Koordinerende rolle for alt som skjer.
- Daglig
- Være på jobber hver dag
- Eksempel til etterfølgelse. Klarhet rundt målsetninger. Motivasjon. Oppfølging av kunnskapsnivå blant de ansatte.
- DL
- Møter, agendaer, oppfølginger, medarbeidersamtaler, arbeidsmiljøundersøkelser, samarbeidsorganer, HMS arbeid, ISO arbeid osv.
- Har en utadrettet rolle mot kunden/tannlegen. Hjelper også ansatte med hva det måtte være jobb/privat.
- Setter rammer, viser vei, gir ansvar
- Jeg er nyansatt, og vil bidra med å ha større fokus på lederskap og organisering, motivering og fremdrift av vår målsetting.
- Prøver å lede ded eksempel
- legge til rette for at den enkelte har optimale forhold til å utføre sin jobb.
- Tydelige beskjeder. Oppfølging av den enklelte.
- Gjennom å bidra til gjensidig respekt mellom ledere, mellomledere og ansatte
- Er ikke leder
- legge strategier og lede de ansatta
- Leder firmaet økonomisk og personale, samt leder prosjekter i felt.
- Har ikke lederrolle.
- Gjennom strategiarbeid i styret og som uformell diskusjonspartner, meningsytrer og forslagsstiller
- Som ovenfor
- jeg sitter i ledergruppen
- Jeg er firmaets øverste leder. Jeg lykkes når jeg leder på en måte som gjør at mine mellomledere blir det beste av sitt potensiale.
- Divisjonsdirektør

Hvilken rolle spiller ledelse i konfliktløsing i firmaet?
- Leder går inn å hjelper med at løse konflikten- men skal lytte til begge parter
- ?
- Den spiller en mindre rolle.
- They role is to be the objective person in the conflict, who will try to help find the solution.
- Meget store rolle. De tager den sidste ansvar over eventuelle konflikter.
- Spiller en stor rolle.
- Svært at sige noget om da vi ikke rigtig har en ledelse
- Meget stor rolle.
- Alle selskap trenger en leder som kan ta en avgjørelse når det oppstår konflikter.
- .
- Liten - unnvikende i noen tilfeller. Men det er lavt konfliktnivå i firmaet.
- lederne går gjerne inn i en meklerrolle ved konflikter, søker nok mer konsensus enn raske beslutninger. Lederne føler seg nok sårbare mht få ressurser og ledelse blir mer ad hoc preget og situasjonsbetinget avhengig av case og person.

- liten
- Tilstede og rådgivende
- Uvisst
- avgjørelser, handlinger, diskusjoner
- Avhenger av konflikt
- I praksis den samme rolle som vi som jobber her, men vil hvis konflikten blir alvorlig nok kunne bringe dette videre til styreformann/styret.
- En sentral rolle de få gangene det er nødvendig.
- Ingen
- Må kunne se fakta og ta gode beslutninger, det er flere veier til Rome.
- Lite konfliktsituasjoner, men dersom det oppstår er ledelsen aktivt med på å løse dette.
- Sjelden behov for dette
- Alltid fronte det.
- En god leder bør i størst mulig grad legge til rette for konfliktløsning blant de ansatte, med minst mulig innblanding. I dette ligger å legge gode rutiner, samt åpne kommunikasjonskanaler, for å unngå at konflikter oppstår.
- Sentral rolle
- Stor rolle
- Stor rolle
- Meget viktig rolle
- Viktig å ta tak i ting med en gang.
- Svært viktig
- En svært stor rolle. Her skal det alltid være en mulighet for å løse opp i konflikter, og det er viktig at øverste ledelse ikke er involvert før alt annet er prøvd. Dette gir en retrettmulighet og løsning om alt annet er fastlåst
- Har ikke opplevd konflikter i min tid i firmaet
- i situasjoner hvor forholdet mellom ansatte er fastlåst
- Tar de endelige avgjørelsene.
- Viktig rolle
- Avgjørende
- Har hatt få konflikter, men ledelsen har gått inn og backet de ansatte dersom det er uenigheter med kunder. det er viktig.
- Det er i alle fall sentralt at man som leder ikke er redd for å gå inn i konflikter.
- Mye samarbeid på tvers av selskaper i konsernet fordrer ledelse av prosesser og evt konflikter.

I hvilke situasjoner syntes du ledelse er spesiellt viktig?
- Struktur- ansvar- feedback og infomasjon
- Konflikter arbejdsopgaverne imellem.
- Til at skabe overblik og motivere.
- keeps the track of all the things that needs to be done and takes the responsibility as the last person + is the one who everybody in the company can rely on.
- Når der skal tage ansvar over de største beslutninger/konflikter m.m.
- Det er vigtigt at rammerne er klare og alle ved hvordan de selv bidrager og hvad dette betyder samlet.
- Mål og handlingplaner
- Når det må gjøres tiltak for å bedre lønnsomheten
- Ifb med medarbeidere, og i forhold til økonomiske valg med konsekvenser for utstyr, arbeidsmengde, likviditet etc.
- .
- For å skape kultur
- i de fleste situasjoner
- Gjennomføring og oppfølging av vedtatte action points
- Ved situasjoner hvor man må gjøre klare valg og prioriteringer
- Uvisst
- handlinger og avgjørelser
- Når man ikke har retning. Når man møter utfordrende og komplekse situasjoner.
- Utarbeide visjoner og målsettinger. Oppmuntre medarbeiderne og gi konstruktiv feedback. Bidra til å skape trygghet og struktur i situasjoner preget av usikkerhet, eller vansker på ulike plan.

- Ved omstilling, kursendring, og for å synliggjøre firmaet.
- For å få til samarbeid og system
- Å ha nok kunnskap til å kunne være med å utarebdie strategi og konkrete løsninger og actions.
- I uforutsette situasjoner hvor man ikke har rutiner/prosedyrer for å håndtere dette. Ledelse som motiverende faktor.
- Sørge for at vi har en bra ordrereserve. Bidra til et godt sosialt miljø.
- I alle ledd
- Særlig i forarbeid og oppretting av rutiner/arbeidsbeskrivelse etc, samt oppfølging av disse. Arbeide på en slik måte at forventningene til de ansatte blir klart og tydelig.
- Til enhver tid!!!
- I alle situasjoner
- Motivasjon Målsettinger Konfliktløsing - være i forkant Få alle til å jobbe mot felles mål
- Alle sitasjoner
- Bersluttningsprosess, strategier og inspirasjon
- Endringer i produksjon/bemanning. krav til hvordan den enkelte forholder seg til hva som skal gjøres innenfor tidsfrister og kvalitet. Konfliktløsninger.
- Ved tyngre beslutningstaging som oppsigelser, permitteringer, konflikter mellom ansatte og selvfølgelig i strategisk og økonomisk planlegging
- Ved endringer og konflikter
- Peke ut retningen for det videre arbeidet
- For å utvikling driften.
- Når medarbeidere trenger støtte Når retning skal settes Når vanskelige situasjoner oppstår
- Ledelse er viktig i enhver situasjon. Den må imidlertid være svært bevisst på hva som til enhver tid er nødvendig å ha fokus på.
- som nevnt over. Ledelsen er også svært viktig for å se de ansatte og ivareta slik at de kan yte sitte beste.
- Kaos. Krise. Og når det går så bra at vi glemmer å skjerpe oss.
- Avklaring av forventninger (mål) Tydelige rettningslinjer

Øvrige kommentarer:
- Lederen må være kunnskapsrik om produkter, markeder og arbeidsmetoder. Selskapet må kunne endre seg og tilpasse seg hurtig. Lederen må ha visjoner og energi til å motivere og må sette strenge krav til hvordan selskapets ansatte arbeider, oppfører seg osv.

Utdannelse i firmaet - Blir ansatte oppfordret til å hente kunnskap utenfor firmaet?
Krydset med: Ledes firmaet av samme person(er) som startet firmaet?

	Ja	Nei	Vet ikke	I alt
I veldig liten/ingen grad	3,4%	4,0%	-	3,7%
I liten grad	10,3%	16,0%	-	13,0%
Nøytral	20,7%	16,0%	-	18,5%
I noen grad	31,0%	32,0%	-	31,5%
I stor grad	34,5%	32,0%	-	33,3%
I alt	29	25	0	54

Har ansatte mulighet til å jobbe seg oppover og til mer ansvar?
Krydset med: Ledes firmaet av samme person(er) som startet firmaet?

	Ja	Nei	Vet ikke	I alt
I veldig liten/ingen grad	0,0%	7,7%	-	3,6%
I liten grad	10,3%	19,2%	-	14,5%
Nøytral	0,0%	7,7%	-	3,6%
I noen grad	51,7%	38,5%	-	45,5%
I stor grad	37,9%	26,9%	-	32,7%
I alt	29	26	0	55

Har firmaets visjon eller målsettning blitt kommunisert tydelig?
Krydset med: Ledes firmaet av samme person(er) som startet firmaet?

	Ja	Nei	Vet ikke	I alt
I veldig liten/ingen grad	3,1%	6,9%	-	4,9%
I lite grad	6,2%	34,5%	-	19,7%
I noen grad	56,2%	27,6%	-	42,6%
I stor grad	34,4%	31,0%	-	32,8%
I alt	32	29	0	61

I hvilken grad er det: - ..åpenhet om firmaets potensielle fremtid
Krydset med: Ledes firmaet av samme person(er) som startet firmaet?

	Ja	Nei	Vet ikke	I alt
I veldig liten/ingen grad	0,0%	0,0%	-	0,0%
I liten grad	0,0%	0,0%	-	0,0%
Nøytral	3,4%	4,0%	-	3,7%
I noen grad	41,4%	36,0%	-	38,9%
I stor grad	55,2%	60,0%	-	57,4%
I alt	29	25	0	54

I hvilken grad er det: - ..åpenhet om firmets budsjett og økonomiske situasjon
Krydset med: Ledes firmaet av samme person(er) som startet firmaet?

	Ja	Nei	Vet ikke	I alt
I veldig liten/ingen grad	0,0%	0,0%	-	0,0%
I liten grad	3,4%	12,0%	-	7,4%
Nøytral	3,4%	8,0%	-	5,6%
I noen grad	41,4%	32,0%	-	37,0%
I stor grad	51,7%	48,0%	-	50,0%

				I alt
I alt	29	25	0	54

I hvilken grad er det: - ..oppfordres kreativitet og nytenkning
Krydset med: Ledes firmaet av samme person(er) som startet firmaet?

	Ja	Nei	Vet ikke	I alt
I veldig liten/ingen grad	0,0%	4,0%	-	1,9%
I liten grad	0,0%	4,0%	-	1,9%
Nøytral	6,9%	28,0%	-	16,7%
I noen grad	34,5%	32,0%	-	33,3%
I stor grad	58,6%	32,0%	-	46,3%
I alt	29	25	0	54

I hvilken grad er det: - ..blir de ansattes forslag gjennomført
Krydset med: Ledes firmaet av samme person(er) som startet firmaet?

	Ja	Nei	Vet ikke	I alt
I veldig liten/ingen grad	0,0%	4,0%	-	1,9%
I liten grad	10,3%	0,0%	-	5,6%
Nøytral	6,9%	20,0%	-	13,0%
I noen grad	55,2%	48,0%	-	51,9%
I stor grad	27,6%	28,0%	-	27,8%
I alt	29	25	0	54

I hvilken grad er det: - ..har de ansatte faste rammer å jobbe innenfor
Krydset med: Ledes firmaet av samme person(er) som startet firmaet?

	Ja	Nei	Vet ikke	I alt
I veldig liten/ingen grad	0,0%	4,0%	-	1,9%
I liten grad	13,8%	8,0%	-	11,1%
Nøytral	17,2%	8,0%	-	13,0%
I noen grad	27,6%	44,0%	-	35,2%
I stor grad	41,4%	36,0%	-	38,9%
I alt	29	25	0	54

I hvilken grad er det: - ..har de ansatte fritt spillerom i sitt ansvarsområde
Krydset med: Ledes firmaet av samme person(er) som startet firmaet?

	Ja	Nei	Vet ikke	I alt
I veldig liten/ingen grad	0,0%	0,0%	-	0,0%
I liten grad	0,0%	16,0%	-	7,4%
Nøytral	0,0%	12,0%	-	5,6%
I noen grad	55,2%	48,0%	-	51,9%
I stor grad	44,8%	24,0%	-	35,2%
I alt	29	25	0	54

Utdannelse i firmaet - Har ansatte mulighet for å dra på sponsede kurs for å utvikle seg innenfor sitt arbeidsområde?
Krydset med: Ledes firmaet av samme person(er) som startet firmaet?

	Ja	Nei	Vet ikke	I alt
I veldig liten/ingen grad	3,4%	16,0%	-	9,3%
I liten grad	20,7%	16,0%	-	18,5%

Nøytral	10,3%	12,0%	-	11,1%
I noen grad	37,9%	28,0%	-	33,3%
I stor grad	27,6%	28,0%	-	27,8%
I alt	29	25	0	54

Utdannelse i firmaet - Finnes det lederutvikling i firmaet?
Krydset med: Ledes firmaet av samme person(er) som startet firmaet?

	Ja	Nei	Vet ikke	I alt
I veldig liten/ingen grad	24,1%	8,0%	-	16,7%
I liten grad	24,1%	32,0%	-	27,8%
Nøytral	20,7%	20,0%	-	20,4%
I noen grad	24,1%	28,0%	-	25,9%
I stor grad	6,9%	12,0%	-	9,3%
I alt	29	25	0	54

Utdannelse i firmaet - Har ansatte mulighet til å bli coachet innenfor sitt arbeidsområde?
Krydset med: Ledes firmaet av samme person(er) som startet firmaet?

	Ja	Nei	Vet ikke	I alt
I veldig liten/ingen grad	10,3%	12,0%	-	11,1%
I liten grad	17,2%	20,0%	-	18,5%
Nøytral	20,7%	12,0%	-	16,7%
I noen grad	34,5%	40,0%	-	37,0%
I stor grad	17,2%	16,0%	-	16,7%
I alt	29	25	0	54

Hvor viktig er ledelse (the leadership) i ditt firma?
Krydset med: Ledes firmaet av samme person(er) som startet firmaet?

	Ja	Nei	Vet ikke	I alt
Ikke viktig	0,0%	0,0%	-	0,0%
Litt viktig	10,3%	0,0%	-	5,9%
Nøytral	24,1%	4,5%	-	15,7%
Viktig	58,6%	68,2%	-	62,7%
Svært viktig/uunværlig	6,9%	27,3%	-	15,7%
I alt	29	22	0	51

Ser du på deg selv som en leder?
Krydset med: Ledes firmaet av samme person(er) som startet firmaet?

	Ja	Nei	Vet ikke	I alt
I velig liten/ingen grad	6,9%	4,5%	-	5,9%
I liten grad	6,9%	4,5%	-	5,9%
Nøytral	13,8%	4,5%	-	9,8%
I noen grad	31,0%	36,4%	-	33,3%
I stor grad	41,4%	50,0%	-	45,1%
I alt	29	22	0	51

Er din rolle i firmaet tydelig for deg?

	Ja	Nei	Vet ikke	I alt
Veldig lite tydelig	8,7%	0,0%	-	4,8%
Lite tydelig	4,3%	10,5%	-	7,1%
Tydelig	34,8%	10,5%	-	23,8%
Veldig tydelig	52,2%	78,9%	-	64,3%
Vet ikke	0,0%	0,0%	-	0,0%
I alt	23	19	0	42

Forander din rolle seg etter hvilke situasjoner som oppstår?
Krydset med: Ledes firmaet av samme person(er) som startet firmaet?

	Ja	Nei	Vet ikke	I alt
I veldig lite/ingen grad	17,4%	11,1%	-	14,6%
I liten grad	13,0%	22,2%	-	17,1%
Nøytral	4,3%	5,6%	-	4,9%
I noen grad	43,5%	44,4%	-	43,9%
I stor grad	21,7%	16,7%	-	19,5%
I alt	23	18	0	41

Påtar du deg en leder-rolle når daglig leder ikke er fysisk tilstede?
Krydset med: Ledes firmaet av samme person(er) som startet firmaet?

	Ja	Nei	Vet ikke	I alt
I veldig liten/ingen grad	14,3%	5,6%	-	10,3%
I liten grad	14,3%	11,1%	-	12,8%
Nøytral	33,3%	50,0%	-	41,0%
I noen grad	14,3%	5,6%	-	10,3%
I stor grad	23,8%	27,8%	-	25,6%
I alt	21	18	0	39