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Norwegian Executives; Leaders or Managers?

*A study of Leadership and
Management Aspects Among
Norwegian Executives*

Norske sjefer; Ledere eller styrere?

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Acknowledgement

This master thesis is the final part of my master's degree in Business Administration at the School of Economics and Business at NMBU. Thesis is written within major profile 'Strategy and Leadership' and it consists of 30 study points. Completion of this thesis work was a hard work and time intensive activity. This journey was quite exciting and challenging, but at the same time, it was a long learning process as well.

First of all, I would like to pay my sincere gratitude to my supervisor, Arild Wæraas. I wouldn't be able to accomplish this task without his valuable advice, commitment and honest feedback at every stage of this process.

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Abstract

The purpose of this study is to see whether the Norwegian executives are ‘leaders’ or ‘managers’. The discussion about leaders and managers, their style of working and leadership theories are not new in the field of business administration. This is the main and important part of this sector. The reason behind choosing this topic was that I wanted to immerse myself deep in this concept. So that I would be able to figure out the situations and attitudes I am going to face during my working life ahead. How the executives of different organizations treat their subordinates and face certain circumstances and challenges come in their way.

I used a qualitative analysis method to investigate the standpoint of different leaders working in Ski Municipality regarding the topic of leadership and management. I decided to collect data in order to see different aspects of leadership and management of those chosen informants. By this I was able to analyse whether they are working like leaders or they are actually managers. I also extended my investigation by asking them if they see any difference between leadership and management in Norway at all or these terms are only synonym to each other.

I related different theoretical concepts with the results. My findings and analysis showed that there is not a significant difference between a leader or a manager in Norway. Mostly these terms are used interchangeably. Roles of leadership or management are adapted according to situation. It is difficult to distinguish clearly between a leader or a manager here. They are leaders and managers at the same time. In most of executives, leadership qualities are dominant than managerial attributes. But, in certain conditions, they opt managerial approach.

Abstrakt

Formålet med denne studien er å se om norske sjefer er "ledere" eller "styrere". Diskusjonen om ledere og styrere, deres arbeidsstil og lederskapsteorier er ikke nye innen økonomi og administrasjon. Dette er den viktigste delen av denne sektoren. Bakgrunn for å velge denne tråden var at jeg ønsket å fordype meg dypt i dette konseptet. Slik at jeg ville være i stand til å finne ut av situasjoner og holdninger jeg kommer til å møte i løpet av mitt yrkesaktive liv fremover. Hvordan sjefer av ulike organisasjoner behandler sine underordnede og står overfor visse omstendigheter og utfordringer som kommer i deres vei.

Jeg brukte en kvalitativ analysemetode for å undersøke synspunkter av forskjellige sjefer som jobber i Ski kommune om angående temaet ledelse og styring. Jeg bestemte meg for å samle inn data for å se ulike aspekter ved ledelse og styring av de valgte informantene. Ved dette ble jeg i stand til å analysere om de jobber som ledere eller de er faktisk styrere. Jeg har også utvidet undersøkelsen min ved å spørre dem om de ser forskjell mellom ledelse og styring i Norge i det hele tatt, eller disse vilkårene er bare synonymt med hverandre.

Jeg relaterte forskjellige teoretiske begreper med resultatene. Mine funn og analyse viste at det ikke er en betydelig forskjell mellom en leder eller en styrer i Norge. For det meste brukes disse begrepene om hverandre. Roller av lederskap eller styring er vedtatt etter situasjon. Det er vanskelig å skille tydelig mellom en leder eller en styrer her. De er ledere og styrere samtidig. I de fleste sjefer er ledelseskvaliteter dominerende enn styring egenskaper. Men i visse vilkår, velger de styringsmessig tilnærming.

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CHAPTER 1 INTRODUCTION

Master thesis is the final stage of my studies. As I began to study business administration at NMBU, I chose 'Strategy and Leadership' as my major profile. I got opportunity to acquire a deeper knowledge of basically what the leadership and management are in real? While choosing the master thesis topic, I had a number of options regarding different subjects. There is a huge variety of themes available to explore. I decided to immerse myself in perception of leadership concept in Norwegian organizations, specifically in Ski Municipality where I live. From the time, I settled in Norway in 2010, I have been interacting with the executives, who are running public organizations in Ski Municipality like kindergarten, school, library, NAV, health station and many others. It was interesting for me to explore whether those executives conduct their duties like a leader or a manager. Are these organizations are run by leadership perspective or managerial attitude? What are main traits of both? Which leadership theories are prevailing in this field? This is the main research area in which I will work further in my master thesis. Leadership has always been a fascinating dimension for me to explore, and this was the right platform to fulfil my desire.

1.1 Background

People, having abilities to make other people follow them, are said to be heroes or leaders. I have always been interested in studying the achievements of different leaders of the world. Their impressive personalities and influential and motivational speeches affected so many people. My initial thought for the term 'leader' was a charismatic personality, who not only attracts other people but also influences them to follow his/her instructions to achieve a specific goal. They have certain personality powers to direct their followers to the right path. On the other hand, managers in my point of view was the persons who behave like dictators. They have robotic personalities that fulfil their duties and they have a strict control over others. They do not try to bring a change in the organization but they become a part of already existing environment.

JC Rost quoted Bennis, from the work he did in 1977 (p. 3) as,

“Leading does not mean managing; the difference between the two is crucial. I know many institutions that are very well managed and very poorly led” (Rost, 1998, p. 100).

Some of the theorists believe that there prevails a difference between leadership and management, while most of them confuse these terms as synonym. Some of them argue that there is only the personality difference between leaders and managers. These phenomenon were described in different researches and works done by several scholars (Rost, 1998). In this master thesis, I will try to find out whether there prevails a difference between leadership and management in Norway or these terms are used interchangeably.

1.2 Objective of Thesis

In the complex world today, survival of an organization, surrounded by a number of gigantic business empires is a very crucial and demanding task. Where modern technology and methodology prosper on daily basis. Coping with such situations implicates high level of intelligence and abilities of higher authorities. Under these circumstances, a true leader can live out of all these challenges. A number of factors manipulate the behaviour of top management towards their subordinates. The concept of leadership is emerging in our daily business life, how it is converting typical management and bossy style to more flexible, friendly and motivating leadership style. Harsh, old and out-dated management style affects the performance of employees and this ultimately harm overall business results.

As I stated before, objective of this thesis is to explore that up to what extent Norwegian executives function as leaders or managers? Their style of working and the way to run their organizations reflect a leadership or managerial approach. I chose different

organizations, with different backgrounds, from different disciplines, on different scales, having different hierarchical levels. By this, I will try to find out how executives of these entirely dissimilar organizations, or in other words, entirely different departments of one Municipality think about leadership and management. Do they see themselves as leaders or they are actually managers? On back of my mind I had thoughts of researching on different management and leadership theories, commonalities and differences between both types of persons, significant traits of leaders and managers, in order to be familiar with the fact that which circumstances can come in my way while starting a professional life. What challenges will I face regarding leader's behaviour. How to deal with different management behaviours during my job period? Or in case I become a leader, how will I tackle my subordinates and which strategy is best suited for me to run a successful firm.

1.3 Research Problem and Limitations

The topic of my thesis, 'Norwegian Executives; Leaders or Managers', builds many directions to investigate in. The chosen topic mentioned has a broad spectrum. This problem area can be expanded over a large scale for research. But in this master thesis, I have limited time, resources and scope for the accomplishment of task. Narrowing down of the topic is necessary step to work further. To sharpen the focal point and limit the boundaries of research, there is a need to specify the main area, that will be under consideration during this work. Keeping in view all above discussion, I constructed following research question for my thesis:

“Do the executives of different public organizations in Ski Municipality (Ski kommune), see themselves as ‘leaders’ or ‘managers’?”

Under this research question, I will first and foremost define the terms, 'leader' and 'manager'. The traits or attributes of both will be found out in order to get a glimpse of personalities under discussion. Then, it will be wise to mention certain leadership and

management theories so that we could be able to understand the phenomenon of ‘leadership’ and ‘management’. When these theories were evolved and what was the main gist of these theories. Highlighting the significant differences and commonalities shall also be a promising step in order to find the answers to the research question. For further establishment of boundaries, I restricted the number of interviews up to 5. Mostly, all the interviews will be conducted in small and medium sized public organizations, but with different backgrounds and fields. These organizations must be running under Ski Municipality.

1.4 Structure of Thesis

This thesis consists of 6 chapters. The first chapter includes the introduction of thesis, its background, objective of this work, my curiosity to the topic and problem area as well as research question. The second chapter comprises the theory part. As I explained above, topics related to find answer of research question will be covered in this chapter. Different definitions of leadership and management, theories of both concepts, their traits or attributes, differences of both the terms and commonalities will be elaborated.

Third chapter is named ‘Methodology’. It contains the explanation of qualitative research methods which I utilized to do an analysis regarding research question. How data will be collected and what will be the selection criteria. Which methods I will use to reach at an analysing state. It also includes the reliability and validity aspects of data gathered. Forth chapter incorporates the results of qualitative research. Results will be elaborated from different angels. Presentation of these results using charts will also add to the understanding of the findings. Fifth chapter comprises of discussion and conclusion part of the thesis. Here I will relate the theory part of my thesis with results found from interview process. Finally, theory and research findings based conclusion will be written. And also, limitations of this project and future research area will be explained.

CHAPTER 2 THEORITICAL FRAMEWORK

Second chapter contains theory part of the thesis. In this part, I will define the terms, 'Leadership' and 'Management' from different perspectives. Different scholar's definitions of leadership and management will be quoted. Then, traits of a leader and manager will be described. By this description, we can spot the differences and similarities between leaders and managers. These commonalities and differences will be written after finding out the theories of leadership and Management. At the end of this chapter, I will explain where in an organization leadership and management prevail. Where the managers and leaders are fit in the hierarchical level of organization and where these concepts are blurred.

David Silverman mentioned in his book, 'Interpreting Qualitative Data' that many philosophers and scientists conclude that the findings of most of our researches are fertilized by our own suppositions rather than reality. In scientific research projects, these suppositions or assumptions are envisioned as theories. But searching for appropriate theories and definition, that how these specific terms were defined and elaborated by scholars, how they see and consider these terms and phenomenon are of utmost importance (Silverman, 2011).

On the basis of these definitions and theories, I will construct on my further work. For this, I will gather all possible information regarding terminology and theory.

2.1 Defining 'Leadership' and 'Management'

Leadership: In today's business world, where each day carries with it a bundle of challenges and new changes for the entire industry, a leader plays a vital role in guiding towards right path of success. Leaders are those who lead people to desired goals by crossing all the hurdles on their way. Leaders drive people by their strong vision, commitment and expertise to achieve the end goal. They are not stuck with

management, authority and decision making. It is about shaping beliefs, desires and priorities (Haslam et al., 2010).

Leadership is an old concept. Kotterman refers Bass (1990) in his writing as:

“Leadership is one of the world’s oldest preoccupations, serving as both a hot topic and an important driver of innovation for thousands of years” (Kotterman, 2006, p.13).

This has always been a debatable subject that is leadership an art or science? It is an art because it indulges special expertise of a leader in certain situations, but at the same time, it is a science, as these special expertise can either be inherited or it can be developed via mentoring. That is why this debate is complicated (Kanodia and Sacher). From a number of decades, a lot of research has been done on the subject. This research is diverse in its nature. Some of the people doing research on leadership describe it as a characteristic or behaviour of a person, while other group consider it as information refinement process. Some of them recall leadership as an influential relationship of leader with his/her adherents (Northouse, 2012). Peter G. Northouse defines leadership as a procedure in his book, ‘Leadership: Theory and Practice’, that this leadership procedure has an impact on people and group of people, so that they work hard to achieve a common goal. The author further explains leadership procedure as this procedure is made of leaders and their followers. Without followers, there is no leader. And without leaders, there are no followers (Northouse, 2012).

Northouse presents Trait vs. Process Leadership in a figure form. He refers (Jago, 1982) as, “the trait or characteristic point of view of leadership depicts attribute or a combination of attributes, possessed by a person or different persons”. He took this concept of trait leadership from well-known statements like, ‘He is a born leader’, or ‘She is a natural leader’. Whereas, in the process point of view, leadership is a consequence of interactions between a leader and his followers. It also makes the availability of a leader to everyone. He stresses that leadership can be seen in leadership

attitude. So, the trait point of view of leadership is contrary to the process point of view of leadership. The author describes two different views of leadership via figure below:

Different Views of Leadership

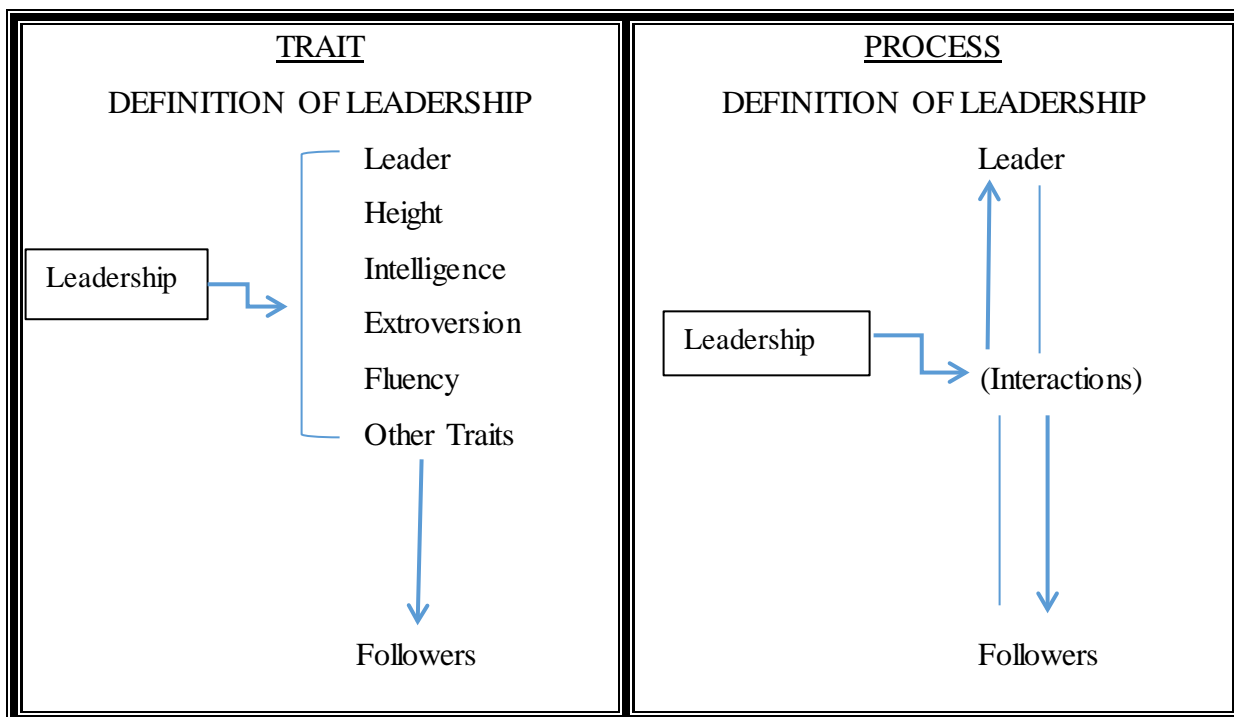


Figure 1: Different Views of Leadership

NORTHOUSE, P. G. 2012. Leadership: Theory and practice, Sage (p. 7).

(Source: Adapted from A Force of Change: How Leadership Differs From Management (pp. 3-8), by J. P. Kotter, 1990, New York: Free Press)

Other definitions of leadership are written below:

“Leaders are people who are able to express themselves fully. They know who they are, what their strengths and weaknesses are and how to fully deploy their strengths and compensate for their weaknesses. They know what they want, why they want it, and how to communicate what they want to others , in order to gain their cooperation and support” (Bennis, 2009, p. xxxi).

Pamela L. Eddy refers Davis (2003) in her writing and defines leadership as:

“The term leadership implies movement, taking the organization or some part of it in a new direction, solving problems, being creative, initiating new programs, building organizational structures and improving quality” (Eddy and VanDerLinden, 2006, p. 7).

Parry and Bryman, (2006) and Smircich and Morgan, (1982) were referred in the writing of Crevani et al. They defined leadership as:

“A series of interaction processes where leaders inspire followers by creating common meaningful images of the future”(Crevani et al., 2010, p. 78).

Transformations in the social and economic setup of a society stimulate the nature of managerial chores. In the past, ‘management’ referred to the production activity management for entrepreneur and stockholders, whereas, ‘leadership’ typically described the management of professionals. With the passage of time and development in society and economy, ‘leadership’ quotes the management of highly informative, self-directing and effectual members. The relationship between these workers and the company is complex in nature (Mumford et al., 2012).

Management: Managers are the persons who are responsible for planning, hiring, directing, motivating, controlling and managing employees. They are the those who take all decisions by themselves. They own authoritative attitude towards their subordinates, which creates a huge gap between managers and employees working under their supervision. Management is quite new development in the field of business. Flourishing business industry was in need of a defined, disciplined and regulated work environment. Consequence of this phenomenon led the industry to encourage a managerial behaviour. The manager, having such managerial behaviour, controlled the problems and worked effectively (Kotterman, 2006).

The term 'Management' is well elaborated in 'Gower Handbook of Leadership and Management Development'. The authors write that the content of management is a logical scientific procedure that can be behaviourally examined, systematically groomed for and performance-measured. Further explanation of duties executed by a manager are also written in this book. It includes *planning* (managers locate the course of action for organization by making goals and forming strategies to meet these goals), *organizing* (managers allocate resources to implement formulated strategies and take decisions with regard to synchronization), *directing* (managers convey the bunch of responsibilities to others to achieve objectives and create a motivational atmosphere for subordinates) and *controlling* (they do assist their employees and keep a check on their performance level to accomplish a desired goal) (Mumford et al., 2012)

Boyatzis describes in his book that the performance of any business is directly linked to the course of action of a manager. Whatever a manager executes during his active working, there is a significant contribution to the entire production line performance of the organization (Boyatzis, 1982).

Politt referred Frederick Taylor in his book 'The Essential Public Manager' that,

“The best management is a true science, resting upon clearly defined laws, rules and principles... the fundamental principles of scientific management are applicable to all kinds of human activities, from our simplest individual acts to the works of our greatest corporations”. (Fredrick Winslow Taylor, founder of the 'scientific management' movement, in his famous The Principles of Scientific Management, 1913:5-7) (Pollitt, 2003, p. 1).

2.2 Traits of Leader

The differentiating attributes of a leader from a non-leader are called leadership traits. Zaccaro refers the term ‘Trait’ as ‘stable or consistent patterns of behaviours that are relatively immune to Situational Contingencies’. Whereas, the author defines ‘leader traits’ as

“Stable and coherent integrations of personal characteristics that foster a consistent pattern of leadership performance across a variety of group and organizational situations” (Zaccaro et al., 2004, p. 104).

Derue mentions in his writing that individual characteristics, which includes the person’s expertise, his background, abilities and personal attributes signal the level of leadership effectiveness (Derue et al., 2011). Another very comprehensive definition of trait is given by Ms Rekha Kanodia and Dr. Arun Sacher that,

“Traits are the consistent and habitual patterns of thoughts, feelings, behaviour, emotions or actions that distinguish one individual from another which are considered to be relatively consistent and distinctive ways across situations and over time” (Kanodia and Sacher, p. 142).

Authors further extend the assumptions regarding traits as they are mostly permanent and consistent in nature. Traits vary from individual to individual and last but not the least, a person’s behaviour is affected by the traits he owns.

Given below is a table, established by Zaccaro, indicating the main leader traits or attributes, following the explanation of traits mentioned in table:

Key Leader Traits

1	Cognitive capacities
	General intelligence
	Creative thinking capacities
2	Personality
	Extroversion
	Conscientiousness
	Emotional stability
	Openness
	Agreeableness
3	Motivation and Needs
	Need for power
	Need for achievement
	Motivation to lead
4	Social Appraisal & Interpersonal Skills
	Self-monitoring
	Social intelligence
	Emotional intelligence
	Problem construction
	Solution generation
	Meta-cognition
5	Expertise & Tacit Knowledge

Table 1: Key Leader Traits

Source: (Zaccaro et al., 2004, p. 118)

By cognitive abilities, the author means general intelligence and creative thinking abilities. General intelligence unites and connects leadership and efficiency of leadership. The author refers J. A. Smith and Foti (1998) to show a strong connection between intelligence and execution. Along with intelligence, creative thinking abilities

are also taking boost in recent studies. It becomes significant to take care of this aspect, especially when organization needs to solve a complicated and problematic situation. The author mentions his own previous work, done in 2001, where he re-examined the linkage between cognitive trickiness and executive leadership action in complicated areas.

The second important type of traits is 'Personality'. According to Henry Murray, mentioned in the work by Ms Rekha Kanodia and Dr. Arun Sacher,

“Personality is the typical pattern of thinking, feeling and behaviours that make a person unique and is considered to be the totality of character attributes and behavioural traits” (Kanodia and Sacher, p. 142).

The author, Zaccaro, writes that the personality side of the leader's traits is most studied and discussed aspect in recent years. He elaborates the personality factor in 5 points. It includes Extroversion, Agreeableness, Conscientiousness, Neuroticism and Openness to Experience of a leader. These are also called big 5 personality factors or Five Factor Model (FFM). 60 years ago, this model was introduced and categorized by some know researchers, who worked hard and did a gradual and systematic job to reach a final model (Wiggins, 1996). First factor, *Extroversion* refers to those people who have positive approach towards everything. They are active, ready to experience positive emotions, and thrill hunters. Second factor, *Agreeableness* means that the person is highly cooperative and compassionate. He is trustworthy, gracious and soft in nature. The third factor, *Conscientiousness* includes dependability, responsibility and accomplishment.

The forth factor, *Neuroticism* comprises of the negative aspects of a personality, e.g., anger, depression, moodiness, anxiety, etc. Sometimes the opposite of neuroticism is used as a part of five factors, called Emotional Stability. Which, again, enlightens the positive side of a person. The fifth factor, *Openness to Experience* describes the creative side of personality. It shows the degree of intellectual curiosity. It defines a person's

imaginative abilities and unique ideology (contributors) (Judge and Bono, 2000). All the research by Zaccaro reveals a strong relationship between these 5 personality factors and leadership.

The third type of traits in a leader is Motivation and Need. This type includes need for power, need for achievement and motivation to lead. According to Jaepil Choi, the internal factors of motivation include physiological, social and other inner needs of a person. The author refers House (1977) in his article that leaders have tremendous need for power and need for achievement in them. But both the needs have an opposite relationship in themselves. Choi also mentions that these needs, i.e., need for power, need for achievement, are not only relevant to leader himself but it also influences his follower's needs in high tendency (Choi, 2006).

The fourth type of trait is named as 'Social Appraisal and Interpersonal Skills'. Further division of this type is done in self-monitoring, social intelligence, emotional intelligence, problem construction, solution generation and meta-cognition. Zaccaro states Marlowe, (1986), defining social intelligence as,

“The ability to understand the feelings, thoughts and behaviours of persons, including oneself, in interpersonal situations and to act appropriately upon that understanding” (Zaccaro et al., 2004, p. 115).

To define social intelligence, the author refers his own work from year 2002. He wrote:

“Social intelligence is reflecting the following social capacities—social awareness, social acumen, response selection, and response enactment” (Zaccaro et al., 2004, p. 115).

Fifth and last type of leadership traits is called, 'Expertise and Tacit Knowledge'. Zaccaro stated Sternberg (2002) to define tacit knowledge as, 'What one needs to know to succeed in a given environment, and is knowledge that is typically not explicitly

taught and often not even verbalized'. According to Zaccaro, this trait has a powerful connection with adaptability aspect of a leader.

Leadership traits are also well elaborated in Gower Handbook of Leadership and Management. The three qualities of leadership, named as 'The Trinity' is explained in this book. This idea of Trinity was presented by Charles Handy. These three qualities (described on page 6 of Gower Handbook of Leadership and Management) include,

1- Do they understand? It refers to the fact that leaders can understand internal and external drivers, that influence the success and failure of an organization.

2- Do they have vision? It means that leaders can see huge. Their focus is major, not minor. And they have ability to make these major things operational.

3- Can they inspire others? By inspiring means that leaders have such influential powers to make their followers follow them and accept their orders as they say

The Trinity of Leadership

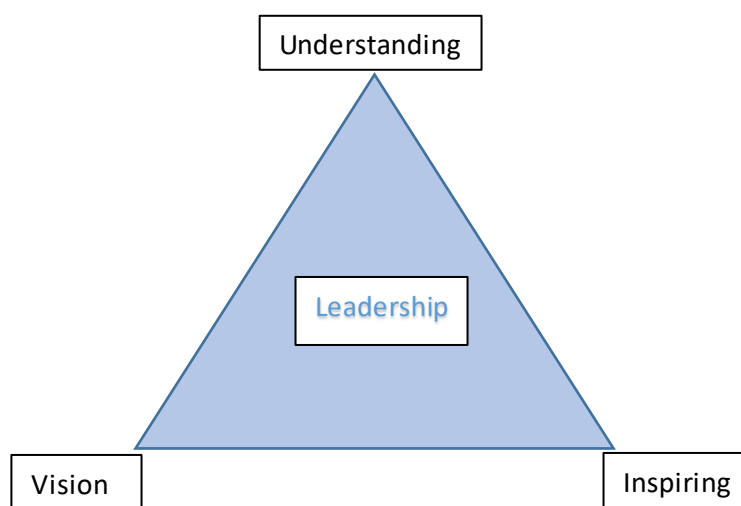


Figure 2: The Trinity of Leadership

Source: (Mumford et al., 2012, p. 6)

In the interview process of executives of public organizations in Ski Municipality, I will try to figure out that the executives, who exhibit leadership traits, effectuate their set of responsibilities like a true leader. These traits make a difference between the managerial and leadership behaviour in them.

2.3 Traits of a Manager

It is quite difficult to find out the literature, containing the traits of a manager or management traits, as of many researchers use the terms 'leadership' and 'management' interchangeably. According to Bhavesh Naik, a manager is a person who is occupied with each and every detail of work. They actively participate in making short term goals and tasks for the employees. They keep an eye on results that either the employees are stick to their targets to achieve end results or not. Processes are of utmost importance for a manager to keep the working on track. They are least bothered with people around them. They consider people as instruments to accomplish goals and objectives of firm. They are realistic and practical persons, aiming at 'efficiency' rather than 'effectiveness'. They seek to maximize the productivity and ultimately profits (Naik, 2012).

RL Katz conveys the attributes of a manager as 'Three Skill Approach'. He argues that a good manager or administrator has two main job areas. First is assigning and directing the activities to his employees. Second is that manager is one who owns the responsibility of accomplishment of any given task. These two job areas include 3 types of skills or qualities, that are needed to be a good manager. These skills are technical, human and conceptual skills.

Technical Skills comprise of a complete grip and know-how of a certain activity. It includes process, method, technique or procedure. Technical skill refers to a specialized understanding, ability to analyse, and proficiency in the use of tools and techniques. Technical skill is the most famous and desired skill in not only management but also

other specialized fields. Technical skill is an expertise to work with objects, whereas the other skill, called *Human Skill*, is the efficiency to work with people. This skill is basically concerned with the ability to perform in a great manner with people or group of people. A human skilled person is well known with his personal behaviour towards his employees, subordinates and peers. They have complete understanding of what they assume and what they believe in. They are also able to understand what other people are behaving like and why. *Conceptual Skills* are those skills by which a manager can grasp the idea of inter-dependability of whole organization. Manager can see that how some functions are working because of other functions. By this, they can work in best favour of the organization. And also, they can relate the firm to whole industry level. And by then, they can further conceptualize the relationship of the firm with politics, economics and overall society (Katz, 1955).

2.4 Leadership and Management Theories

According to Olum, theories give us framework to research and connect different areas under discussion. They build a base for our research and nourish a well-established piece of work.

“Theories are perspectives with which people make sense of their world experiences (Stoner et. al. 1995, pp. 31-2)”(Olum, 2004, p. 9).

Leadership Theories: Leadership owns many complicated processes and a number of dimensions (Northouse, 2012). The concept of ‘leadership’ was heard from the time when the theory of ‘Great Man’ was established in business world. That was the earliest way of thinking about leadership. It led to the series of leadership theories (Remmé et al., 2008).

I developed a table of leadership theories, along with the time horizon of the launch of that theory group. I took the idea of developing such table from (Wart M.W 2003), but

included and excluded material after researching on the topic. Other experts had a little different perspective on these theories. So, I referred every concept I took from other sources. With the help of this table, one can easily see and observe different theories of leadership and their essence in a short detail.

Leadership Theories

Great man Theories (Nineteenth Century)	The essence of these theories is that in every society, there are only a couple of people, preferably men, who possess unusual traits to contour and channel history (Wart, 2003).
Trait Theories (1900-1948)	The core of Trait Theories is based on the concept that leadership is basically linked to personal qualities. Trait theories are the reference points for the people, aiming at becoming successful leaders (Kanodia and Sacher).
Behaviourist Theories (1950s)	Behaviourist theories do not focus on the traits of leaders, rather than what they actually practice. Different behaviour codes of leaders are taken under consideration. These theories are centre of attention of practicing managers (Remmé et al., 2008).
Situational Leadership Theory (1967)	The gist of this theory is that leader's effectiveness varies with situation come across and even different leadership style is adapted on different levels of organization. This theory was developed by the writings of Reddin (1967), '3-Dimensional Management Style' (Vecchio, 1987).
Contingency Theory 1948-1980's	This theory shifts the focus from traits and expertise to behaviours. The interaction between personality and situations results in leadership efficiency (Miner, 2015).
Transformational Theories 1978-Present	This theory stresses on leaders who create change in the roots of system, processes and culture of the organization. Leaders may have a charismatic characteristics, intelligent, technical and visionary in

	nature (Wart, 2003).
Servant Theories 1977-Present	These theories emphasis on the ethical side of leadership. They have ethical obligation towards subordinates, society and stakeholders (Wart, 2003).
Multifaceted Theories 1990-Present	These theories highlight the integration of traits and behaviours of leaders along with vision and charisma (Wart, 2003).

Table 2: Leadership Theories

Source: (Wart, 2003)

Over past 20 years, Charismatic and Transformational Leadership Theories, that are also called ‘New-Genre Leadership’, are proved to be most researched theories. A lot of research has been done in last decade on how the charismatic and transformational leadership bring positive change to the follower’s attitude, behaviours and performance. (Avolio, Walumbwa et al. 2009)

Management Theories: Olum mentions in his paper that management theory was evolved during and after second world war. He further writes the role of management theory as:

“...the role of theory is to provide a means of classifying significant and pertinent management knowledge” (Olum, 2004, p. 11).

Dr. Yasin Olum wrote management theories in his paper. I am constructing a table to show these theories, and main concepts presented in these theories.

Management Theories

Scientific Management School (In Late 19th and Early 20th Century)	It is also referred as Fredrick Taylor's Scientific Management. The strongest aspect of this theory was the concept of breaking the complex task down into a number of sub-tasks and optimizing the performance of sub-tasks.
Classical Organizational Theory School	It includes the work of Max Weber's bureaucratic theory and Henry Fayol's administrative theory. Weber emphasized on impersonal organization with little human level interaction. Fayol's work is more directed at the management layers.
Behavioural School Mid-1920s	Elton Mayo is main scholar of this theory. The new concepts of group dynamics, team work and organizational social system, all stem from his work.
Recent Developments in Management Theory <ul style="list-style-type: none"> • System Approach • Contingency Theory • Chaos Theory • Team Building Theory 	In System Theory, Managers look at the organization more broadly. Contingency Theory stresses that when management makes a decision, they must account all the aspects that are key to the situation. Chaos Theory emerged to recognized that events are rarely controlled. Team Building Theory is about consensus management, i.e. Involving more people at all levels of decision making.
Other Management Theories <ul style="list-style-type: none"> • Modern Quality Management • Theory 'X' Theory 'Y' • Quantitative Approach 	Edward Deming is the founder of Modern Quality Management. Several assumptions were proposed in this theory, i.e. Management by Objectives, etc. Theory 'X' Theory 'Y' was evolved by Douglas McGregor. He noted that the way an organization runs depends on the beliefs of its managers. Quantitative Approach is mathematical and statistical solution to the problems using optimization models and computer simulations.

Table 3: Management Theories

Source: (Olum, 2004, pp 11-20)

2.5 Differences Between Leadership and Management

When the leader's personality traits comes along with leader's performance, this scenario creates the difference between leadership and management (Kotterman, 2006). Leaders and managers perform almost same activities. But the way they perform these activities is completely different. Northouse quotes in his book, 'Leadership: Theory and Practice' Bennis and Nanus that "Managers are people who do things right and leaders are the people who do the right things" (Northouse, 2012, p. 221). Northouse further extends this idea that there is a clear difference between leadership and management. Management refers to achieving goals and tasks, whereas leadership is all about influencing people and generation of new visions (Northouse, 2012).

Mumford explains leadership and management difference in his book, 'Gower Handbook of Leadership and Management' that leadership is may be considered as a process that involves inspiring, creating, innovating, visualizing, boosting and transforming people, whereas management is may be considered as dealing with the daily routine, too operational and so requiring good transactional skills (Mumford et al., 2012). Tony Bush mentions Cuban (1988: xx), who distinguished both the concepts in a very clear way. He stated that,

"By leadership, I mean influencing others' actions in desirable ends. Leaders are people who shape the goals, motivations, and actions of others. Frequently, they initiate the change to reach existing and new goals... Managing is maintaining efficiently and effectively current organizational arrangements..." (Bush, 2007, p. 392).

Now I will elaborate these differences under separate headings. This will clarify these statements on differences between leadership and management by different authors.

Approach Towards Culture: One distinguishing aspect that could be seen between a leader and a manager is the approach of both towards the culture of any organization. A leader changes and creates a culture of the firm, while a manager performs within established culture of the business. In one direction, it is the culture of the firm which decides how a leadership is defined, who will have power to influence subordinates, while, in other sense, it is the leadership who owns talent and expertise to manage and reshape a culture of the firm and change it in case leadership finds it against the performance of the business (Schein, 2006).

Operation: Kotterman stresses in his writing about distinct differences between both the terms. He argues that managers and leaders, both are involved in setting up directions, adjusting the resources and motivating subordinates, but vision is different. Managers are occupied with proper planning and making financial decisions according to needs, while leaders are engaged in lining up the course of action, keeping the horizon wider and broader and encouraging the creativity (Kotterman, 2006).

Focus: The focus of a leader is always on people. They like or prefer to work in teams. Haslam and Platwo mentioned Drucker, 1992 in their book, 'The New Psychology of Leadership' that the effective leaders never focus on 'I'. And that's because they have trained themselves not to say 'I'. They don't think 'I'. They think 'Team'. They likely to do their job with a group of people, not alone. (Haslam et al., 2010). Whereas, managers do not possess this quality. They prefer to work on their own and don't like to have other people's interference.

Role at Workplace: The following figure is taken from James Kotterman's 'Leadership vs. Management', which shows the differences between leadership and management roles at workplace.

Comparison of Management and Leadership Process Difference at the Workplace

Process	Management	Leadership
Vision Establishment	<ul style="list-style-type: none"> ● Plans and budgets ● Develops process steps and sets time-line ● Displays impersonal attitude about the vision and goals. 	<ul style="list-style-type: none"> ● Sets the directions and establishes the vision ● Develops strategic plans to achieve the vision ● Displays every passionate attitude about the vision and goals
Human Development and Networking	<ul style="list-style-type: none"> ● Organizes and staffs ● Maintains structure ● Delegates responsibility ● Delegates authority ● Implements the Vision ● Establishes policy and procedures to implement vision ● Displays low emotions ● Limits employee choices 	<ul style="list-style-type: none"> ● Aligns organization ● Communicates the vision, mission and directions ● Influences creation of coalitions, teams and partnerships that understand and accept the vision ● Displays driven high emotions ● Increases choices
Vision Execution	<ul style="list-style-type: none"> ● Controls processes ● Identifies problems ● Solves problems ● Monitors results ● Takes low-risk approach to problem solving 	<ul style="list-style-type: none"> ● Motivates and inspires ● Energizes employees to overcome barriers to change ● Satisfies basic human needs ● Takes high-risk approach to problem solving
Vision Outcome	<ul style="list-style-type: none"> ● Manages vision order and predictability ● Provides expected results 	<ul style="list-style-type: none"> ● Promotes useful and dramatic changes, such as new products or approaches to improving labor

	consistently to leadership and other stakeholders	relations
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Table 4: Leadership and Management Role Difference at Workplace

Source: (Kotterman, 2006, p. 15)

2.6 Commonalities Between Leadership and Management

Mumford adds in his book, 'Gower Handbook of Leadership and Management Development' that, the role that managers and leaders carry in an organization's routine daily life is substantially alike (Mumford et al., 2012). According to Young, apart from the differences between leadership and management, both function similar in certain situations as well. Both involve discovering the tasks to be fulfilled, allocating resources and people, working actively and achievement of goals (Young and Dulewicz, 2008).

Discovering Tasks: Leaders and managers, both are involved in finding or determining the tasks to be done. They judge the situation and think beforehand what they need to do to tackle this upcoming situation. They figure out the desired activities that are necessary to accomplish their objectives.

Allocating Resources and People: Both leaders and managers are busy with proper allocation of resources and people to accomplish a task. Who will work best for a task and who is better choice for other. How much they need to use resources for certain activity for the attainment of goals. They try to make right decisions regarding this. As right allocation of people and resources adds to the certainty of success.

Working Actively: Working actively and taking responsibility for the accomplishment of desired goals is important for both the leaders and managers. 100% concentration and active participation in tasks are similar activities which they perform.

Conception of work is same for both as the main target is only to maximize the chances of winning the business goals.

Achievement of Goals: Attitude towards the achievement of business goal is a common aspect in leaders and managers. Both work hard and struggle in similar way to attain the success in business (Young and Dulewicz, 2008).

Northouse also mentions in his book, 'Leadership Theory and Practice' the similarities of both the leadership and management. He writes that leadership is a procedure that is alike management in certain ways. For example, influencing the people is a part of both phenomenon. Leadership is about working with people, so is the management. Leadership is focused on effective goal achievement, same is the case with management. So there are a number of management functions that can be related to leadership (Northouse, 2012). Northouse cited Kotter (1990, pp. 7-8) in the same book that, for the progress and development of any organization, leadership and management both are necessary. For example, if there prevails only management in the organization without leadership, it would result in a suppressed and bureaucratic environment. On the other hand, if an organization is run by leaders and no managers are found there, the consequences can be purposeless. For the prosper and effective organization, there needs to have both leadership and management, in a balanced and required way.

2.7 Leadership/Management Practice in Organization

Most of the leadership theorists emphasize that there is a clear distinction among leadership and management. But these two terms are often confused with each other. They are used interchangeably in organizations that most of the times, difference becomes blurred (Kotter, 1990, 1999; Terry, 1993; Zaleznik, 1998) (Kotterman, 2006).

Despite of this situation, some theorists believe that a manager could be a routine manager or a leader-manager. The only thing that differs a manager from a leader

manager is 'Focus'. This thinking was presented by Gardner (1990). He argued that a first-class manager owns leadership attributes. Leader-manager or first-class manager thinks long term and more concerned with the vision of organization. Whereas, routine manager is engaged in organizational structure and short term thinking (Kotterman, 2006).

Now the question arises that where in an organization, management or leadership is practiced. Or in other words, on which hierarchical level, leadership and management is practiced. According to Olum,

“Managing is an essential activity at all organizational levels. However, the managerial skills required vary with organizational levels” (Olum, 2004, p. 22).

As I mentioned RL Katz before in this thesis, that a manager possesses three types of skills. Technical Skills, Human Skills and Conceptual Skills. These skills are practiced and required on different levels of organization. Technical skills are mostly required on lower level management, where a manager needs to be expert of the technical knowhow. In case labour needs any help in understanding process, manager can help them out. Human skills are mainly practiced in middle management level. And finally, conceptual skills are utilized on top level, where organization is visualized on big scale, in order to plan future strategies. So, a person having these skills can either be a leader or a manager at any level of organization.

Kotterman also stresses that there is only the role difference at work place between a leader and a manager. Leaders and managers, who are working in same organization and at the same time, they have taken up the same designations, may utilize different ways and models to perform same activity (Kotterman, 2006).

CHAPTER 3 METHODOLOGY

The method used in my research project is crucial for final discussion and analysis part. The word “method” refers to “a particular procedure for accomplishing or approaching something, especially a systematic or established one”. On the other hand, if we claim the same source for the word qualitative it means “relating to, measuring, or measured by the quality of something rather than its quantity” (López, 2013).

I will describe first the selection and structure of the method. Next, I will write about which data collection method I used and what was the criteria of selecting relevant and required data. Then, method of analysis will be explained along with reliability and validity of this research.

3.1 Qualitative Research Method

With regard to the topic and research question of my thesis, I had to take a decision that either I will use qualitative method for analysis or quantitative method. As Silverman says that method should fit our research question, (Silverman, 2011). So I figured out that a qualitative method is best suited here. The nature of research question demands the actual meaning and explanation to the topic rather than numbers and figures. It is difficult to analyse the leadership or managerial behaviour with the help of surveys or questionnaires. Numbers do not give an extent of influence of a behaviour but words and meanings. Qualitative research method considers contextual sensitivity rather than inputs and outputs in quantitative method (Silverman, 2011). Qualitative methodology comprises of philosophical aspects, possibilities and conceptualizations that a researcher uses to assess, criticize, reproduce and adapt to select a research method (Vaismoradi et al., 2013). This qualitative research work is operationalized through semi-structured interview questions. These questions (Appendix 3 and 4) enabled me to reach the analysis stage where I would be able to make an analysis of theory prevailing and data collected from informants.

As a qualitative research method, I used 'Qualitative Content Analysis Method'. I chose this method because this method is widely used to analyse text data. There prevail other methods to analyse qualitative data, i.e. grounded theory, phenomenology, historical research and ethnography. But qualitative content analysis not only zooms in the communication language as well as the contextual substance of the text. This text data can be gathered from interviews and many other sources. The purpose of qualitative content analysis is to articulate the knowledge and insight of the whole situation under study (Hsieh and Shannon, 2005).

Qualitative Content Analysis Method is used in 2 ways, i.e. Inductive or Deductive way. If the previous knowledge about the topic is not sufficient and disconnected, inductive approach is used. Conversely, in deductive way, analysis is based on previous knowledge and objective of the study is testing existing theories (Elo and Kyngäs, 2008). I am using inductive way here. In this method, categories or themes are derived from data collected.

3.1.1 Selecting the Method of Data Collection

I want to find out that either executives of different public organizations in Ski Municipality are leaders or manager? Or in simple words, do they conduct their job as leaders or managers? For this phenomenon, I need to see what options for data collection I have within qualitative methodology, using qualitative content analysis method. Mainly there are four types of methods used. They are, Secondary Data, Informal Interviews, Observations and Case Studies. For my thesis, I chose one type of method for research purpose and that is 'Informal Interviews'. This method is useful for estimation of the interviewee's behaviour and values. Open-ended interview questions give interviewee freedom to express their views, interpretations, experience and their thoughts on certain concepts (Silverman, 2011). While considering the importance of informal, semi-structured interviews in data collection process, I had four options. 1- Face to Face Interviews, 2- Interviewing on Telephone, 3- Interviewing via E-mail and

4- Interviewing by Chatting on Messengers (Opdenakker, 2006). Out of these four types, I selected Face to Face method. The advantage of selecting Face to Face method is that we not only get the meaning and thoughts of the interviewee on the topic but we also observe the body language, gestures and voice tone of the person which explains a lot more than just words. It gives the interviewer extra information that can be added to the answers. Another important thing is that the reaction of the interviewee on questions is spontaneous and natural. It is less affected by time delays as well. One of the important benefits of Face to Face interview method is that it can be recorded on audio, so that we can re-check it and rectify our mistakes of writing during interview. These audios are also used in coding the data into themes.

3.1.2 Selecting the Informants

Selection of relevant informants is an important step in data collection. There is a huge impact of informants on the information gathered. As the focus of my master thesis was only on Ski Municipality and the organizations working under them, so first of all I listed out main organizations, like, schools, kindergartens, volunteer centres, library, old homes, nursing homes, city development, culture centres, theatre, preventive department, etc. I noted down the e-mail addresses and phone numbers of the leaders of these organizations at once, so that I would be able to contact them for interview agreements. I wrote an e-mail, comprising the major reason behind this interview as well as main points and areas to be explored during interview (Appendix 1 and 2). Initially, I e-mailed to 15 organizations. But unfortunately, got only one positive and one negative response. Other didn't respond to my e-mail. Then I started calling them one by one. I added some more organizations as some of already listed people had no time for interview because it was time near summer vacations and everybody was busy with closing up their work for vacations. I called 24 leaders and finally agreed with 5, including the first positive e-mail response. Age, gender or years of experience was not the criteria for the selection of informants. The only criteria was that informants should be leaders from different organizations, located in Ski Municipality. Leaders of

preventive department, library, volunteer centre, school, and after school club (SFO) were in finalized list of informants.

3.2 Data Collection

According to Bhamani Kajornboon, there are many types of interviews. That include, structured, semi-structured, unstructured and non-directive interviews (Kajornboon, 2005). I selected semi-structured interview type. In this type, the interviewer has already knowledge of issues, problems, themes and questions to be asked. Questions can be asked in different orders according to situation. Additional questions to interview guide can also be asked for getting more information (Kajornboon, 2005). Seeking for the answer to my problem statement, “*“Do the executives of different public organizations in Ski Municipality (Ski kommune) see themselves as ‘leaders’ or ‘managers’?”*” I formulated questions, such as, ‘Have the procedures and system of the organization a particular shape and steps to follow or it can be modified according to situation?’ To supplement this question, I added afterwards that, ‘Is creativity allowed?’. This added to their thoughts on the main agenda. By this, I was able to grasp the idea that either this person thinks or behaves like a leader or a manager. If interviewee is one who follows step by step procedures of the organization, then he/she is functioning like a manager. But if he/she is innovative and always tries to bring a change and betterment in the previous processes, then he/she is more on leadership side. Another question was that ‘Do you involve your subordinates as team while accomplishing any task or you prefer to do it on your own?’ Now, if the interviewee is trying to engage everyone in task accomplishment process, there prevail ‘we-ness’, then he/she is tend to be consider as a leader. On contrary to it, if they prefer to have different sets of activities for themselves than their subordinates, then a managerial quality is there. Like this, there were other questions regarding adopting change, handling stress, resolving conflicts, embracing a failure, etc. that enabled me to distinguish the interviewee as leader or a manager. Main focus was to enlighten the main objective of thesis, i.e. Ski Municipality is being led by leaders or managers.

3.2.1 Interviews

I conducted interviews between 24th of May and 16th of June 2017. Average duration of interview was 29 minutes. Information of every informant and the duration is specified in table 3 below. For conducting a semi-structured interview, one does not need any special skills and expertise. The only thing is that interviewer must be very active listener and capable of asking further relevant and more detailed follow up questions after main questions from interview guide, so that he/she could get maximum information regarding topic or theme.

Interview details

Informants	Department	No. Of Employees working under Informant	Interview Duration (Minutes)
Informant 1	Volunteer Centre (Frivilligsentralen)	115	27
Informant 2	Library (Biblioteket)	12	20
Informant 3	After School Club (SFO)	20	38
Informant 4	Preventive Department (Afdeling Forebyggende)	41	32
Informant 5	School (Skole)	70	28

Table 5: Overview of informants, duration of interview and department

Another thing I focused on was that I conducted interviews while remaining open-minded. Previous thoughts and assumption around the topic were set aside to get a fair, clear and unbiased data for analysis purpose. As the interview process was complete, I transcribed the audio recordings of interviews word to word so that it could be used for coding to analyse the data and reach the final stage of project.

3.2.2 Analysis

I conducted analysis in two phases. In the first phase of this process, I transcribed my audio recordings of interview, using Google transcribe online application. It made easy for me to pause, forward or rewind the audio stream while I was writing in the same window. Second phase was started when initial work of writing down of interviews was done. As I used 'Qualitative Content Analysis' as qualitative research method. It is a qualitative descriptive approach. By this method, patterns or themes are identified, analysed and reported. Under this, I used 'Qualitative Thematic Analysis' as a form of coding the data to analyse. This method works as, the material or text is broken down to small units and then these units are submitted to descriptive treatment. Thematic analysis looks for common codes or themes that expands though the whole text to be analysed (Vaismoradi et al., 2013). Vaismoradi mentions Braun and Clarke's process of thematic analysis in his article. They describe 6 stages of the process. First is Familiarizing with Data. It includes writing down the interview texts and reading them again and again. This I did in first phase. Second step is Generating Initial Codes. It is about coding of the most important aspects of the data systematically. The main codes I located initially were *Procedures, Relationship with subordinates, Initiatives taken by subordinates, Motivation of employees, Accomplishment of task, Change adoption, Conflict handling, Stress management, Failure embracing and Focus.*

Third step is Searching for Themes. In this step, these codes are converted into relevant themes. On fourth step, Reviewing of Themes is done. In this step, we check that the themes are functioning with coded extracts and they generate a thematic map.

Fifth step is Defining and Naming Themes. Here, the refinement and generation of clear themes is done. I generated 4 main themes out of the codes as, *1- Handling Subordinates, 2- System and Procedures, 3- Focus, and 4- Facing Challenges*. I merged some relevant codes to one main theme, so that this process could be more easily understandable. For example, all the subordinate related codes were gathered under one main theme, called, 'Handling Subordinates'. It includes relationship of leader with subordinates, appreciation of subordinates for taking initiatives, motivation of employees, and team involvement. Second theme, System and Procedures, comprises of creativity allowed in organizational framework and financial planning system. Under the theme of 'Facing Challenges', different challenging situations, that a leader face in daily routine are put together. Like, stress management, failure acceptance, conflict resolution, change adoption and communication. This arrangement helped me a lot to organize whole scattered data into clean and clear format, in order to analyse and discuss the results afterwards.

The final step is Producing the Report. It comprises of final analysis of selected extracts and relating this analysis to research question and literature. By this, a final report of analysis is prepared.

3.2.3 Reliability and Validity

David Silverman writes about the credibility in his book, 'Interpreting Qualitative Data' as:

“Truth’ is an exceptionally tricky term which can land us in a philosophical minefield. However, this does not mean that everything depends upon someone’s

opinions. When evaluating research papers, do not ask whether what they say is true but whether it is credible” (Silverman, 2011, p. 359).

David Silverman quotes Hammersley, (1992a: 67) in his book as:

“Reliability refers to the degree of consistency with which instances are assigned to the same category by different observers or by the same observer on different occasions”(Silverman, 2011, p. 360).

Reliability of a work can be increased by clarifying the process of research. If a researcher works on a project which is previously done by some other researcher, and both have same findings. This situation adds to the credibility of the results. I enhanced the credibility of my work by putting extra effort in preliminary work phase and an understandable semi-structured interview process. I was very careful while choosing informants and made sure that interview questions revolve around the main topic. I also took audio recordings of the interviews with the permission of interviewees for the sake of surety of quoting same fact revealed by them. This step also intensified the reliability aspect of thesis. For the sake of reliability, I sent e-mails to informants that contained the main theme and topic of the interview, its purpose and a short detail. Too much information harms the reliability of data collected as may be the participants be well prepared beforehand. So, the spontaneous reaction and thoughts become difficult to attain.

In the book of ‘Interpreting Qualitative Data’ by David Silverman, Hammersley (1990: 57) was stated as:

“By validity I mean the extent to which an account accurately represents the social phenomena to which it refers” (Silverman, 2011, p. 367).

It means it’s main concern is how valid is our research work with the data available. Are our results confirming the prevailing social phenomenon? In other words, if the results

from analysis largely reflect the purpose of the study, then it means there are higher chances of the validity of our study. For this purpose, I made sure that the interview guide was derived from the theory part of the thesis. I gathered all the ideas, quoted in leadership and management differences and their traits, to use them in interview guide.

3.2.4 Research Ethics

Ethical issues are one of the most important aspect of a research work. It contains how this work or study is done. Which norms were opted while working on data collection segment of study. Here integrity of people involved in interview process is a big ethical challenge. Some people like to be shown in your work as anonymous. Others have no objection on disclosure of their identity. For the interview requests, I contacted leaders of Ski Municipality via e-mails and afterwards telephones. I mentioned in my email that their identity will be kept anonymous. I also explained that the audio will be recorded after receiving the consent and will be deleted after submission of the thesis on 15.08.2017. I wrote that the participation in the project is voluntary. At any point of time, informants can withdraw from this work.

CHAPTER 4 RESULTS

The problem statement, ‘*Do the executives of different public organizations in Ski Municipality, see themselves as ‘leaders’ or ‘managers’?*’ created four main areas of discussion or themes during my semi-structured interview guide preparation. In the process of coding the data, these four themes incorporated many sub-themes. These themes include, ***Handling Subordinates***, ***System and Procedures***, ***Focus*** and ***Facing Challenges***. Sub-themes comprise of further detail around each main theme. For example, ***Handling Subordinates*** contains the relationship of the informants with their subordinates. How much they encourage their employees to take initiatives, motivational aspect of informants and team involvement. ***System and Procedures*** comprises of the idea that if the informants prefer to follow given rules and regulations or they allow creativity. Also, what is the procedure of financial planning. ***Focus*** includes the focus of informants; people or goals. Finally, the fourth theme, ***Facing Challenges*** involves stress handling, conflict resolution abilities, failure acceptance, change adoption and communication. These four themes played a vital role in finding results and structuring of the final discussion.

I will divide whole data into two categories, i.e. informants performing as leaders and informants performing as managers. By this division, an unambiguous and comprehensive result could be prepared.

4.1 Informants Performing as Leaders

In this section, I will quote the statements of informants who perform as leaders. Their way of thinking and style of conducting their job is like a leader. They have a clear vision and distinct approach of doing their jobs as leaders. I will explain these points related to leadership attributes theme wise. These themes are elaborated before in chapter 3.

Handling Subordinates: Different characteristics of the executives reveal that what sort of persons they are. Mainly dealing with higher authorities, peers, and specially subordinates say a lot on this matter. A true leader is one who deals with his/her subordinates equally and friendly.

Relationship: They have quality to make their subordinates feel important and a valuable part of organization. They prefer to have a close relationship with them, as they would be able to know the problems of their followers, likes and preferences, dislikes, and comfort zone. They do not believe in maintaining a distance between a boss and employee. They encourage healthy relationship.

“Yes of course. It is important. All have right to be respected...” (Informant 2).

Taking Initiatives: Prompting your employees to take initiatives results in having more leaders in future. Actual leaders do not impose all types of decisions on their subordinates. They encourage their employees to take decisions around their work area themselves. This step boosts confidence in their employees and they become more independent.

“Yes, I think that is my philosophy... Because you have to have an ownership and have to have people who are engaged in developing organization... I like to see different sides of an issue.... Sometimes, I can understand and agree why they are thinking like that. There are wise people, so I think it is important to listen” (Informant 5).

“As much as possible.... So, I'm not the one who manages their work, while the guidelines are from the Directorate of Health. Also on the other hand, a psychologist, I do not know what's happening during their hour at all. There is total freedom in a way..... But I do trust them. I trust that they are skilled people who do a good job.... But when it comes to operating the department, then it's my job. Also making decisions. I'm trying to get to people with me, but there are some decisions I have to take myself” (Informant 4).

Motivation: Motivating the followers, encouraging them to work hard, giving talks and motivational speeches energizes subordinates to work harder. This is a significant attribute of a true leader. They often engage themselves in this activity. This results in fruitful outcomes in present and future as well. I asked informants if they feel motivation an important aspect of their leadership. I also asked about the methods they use to motivate their employees.

“We tell them that we need them and that we are glad to have them here. We are gentle with them. If we don’t have done that, we don’t have many volunteers here. They come to us and say I want to do something for older people. So that becomes a very good combination...” (Informant 1).

“There are different ways by which people can be motivated. Most important way is that people have such job tasks which are exciting to them. Such tasks they like and interested in doing that and also, they are expert in them.... We have motivational talks. Also, we have co-negotiation talks” (Informant 2).

“The first thing is that you do not stand in their way. Because where I am a leader today it is a knowledge business. I lead people who are experts in their fields. They know more about their little things, their little area than I do. I do not know everything in the same way as every individual knows about his field” (Informant 4).

Team Involvement: A prominent feature of a leader is that he/she prefers to involve the followers in tasks. They do not like to accomplish a goal alone. Leaders give other people chance to take part in important tasks. This step leads to prepare more leaders in future.

“Yes, we all work together as a team. Employee involvement is very compulsory in accomplishment of any task” (Informant 3).

“Certain things I cannot do alone because there is more professional knowledge”
(Informant 4).

“You cannot do everything self. We have to have team and that is how we work. We have together made an overview of what we need to focus on, and then we have groups, focusing on different areas. Then we are developing their resources at these areas”
(Informant 5).

System and Procedures: Allowing a creative atmosphere to yourself and your subordinates shows a leadership behaviour. People stuck in certain steps and following procedures and processes, make them feel trapped in daily routine. Creativity brings refreshment in their jobs. It includes financial decisions as well. Of course, finances need to be planned beforehand. But there are certain finance related decisions that need to be implemented spontaneously. So, a flexible financial plan is only made by a leader.

“I feel that as a leader, I have a large area to lead my department, but it is clear that there is a structure. We are on it. Also, we have business manager and community boss. Mainly, things are organized in my way, but it happens that I get instructions from the municipal manager for example” (Informant 4).

Focus: This theme refers to the fact that how much an informant is focused with goal accomplishment and how important for the informant to focus on people. If they are concerned with people or their focal point is people, they are leaders.

“I think we have managed to shift the focus bit more towards quality in SFO. When I first started here, we talked about mostly three focused areas. Food in SFO,... More varied activities,...., Subordinates performance.... I think we have been able to focus more on future and making good plans for quality in SFO” (Informant 3).

“The primary thing is to feel and know we are doing a good job. And that we are in contact with the needs of populations in the fields we work with. That is the most important thing. We also try to make it better. But of course, we have many tasks. But we try to follow evidence-based knowledge. What is somehow research” (Informant 4).

“We have vision and goal. That is what I have in the back of my head. But we don’t measure goals in that sense. We don’t have manufacturing goals. So, it is hard to put numbers on goals. I think unintentionally I consider goal achievement is mails received or what I hear from parents something good about activities we do here.....” (Informant 3).

Facing Challenges: Challenges in a business field is common phenomenon. Executives and employees face many challenging situations daily. People who accept challenges and try to overcome them are leaders. They face them, accept them, and in case they are not agreed with them, they resist as well.

Stress Management: Leaders have ability to calm themselves in stress situations. They are not panic in hectic schedule and workloads. They manage stress quite well.

“I think I can tackle stress. I don’t know if I have any strategy.... When I look at other people and compare with them, then I see that I do manage. It doesn’t bother me so much” (Informant 3).

“I think I take it quite OK. It is a lot of stress, so you get used to it. Some situations, if you feel that you have to think about it, so you just have to leave there for a while and think. And then you get back to it because it can be stressful. If you take a decision under pressure, it can be wise to have thought about it. So, I think I can handle stress quite OK” (Informant 5).

Conflict Resolution: Leaders do not try to avoid conflicts, rather they create opportunities to resolve them. They can certainly adopt any strategy. Most common is to talk to each party and agree on a common solution.

“We have a strategy in library here that if there is disagreement between employees or disagreement between employees and leadership, we conduct a meeting at once for the resolution of that conflict... Normally, conflicts are resolved by itself” (Informant 2).

“Well, that the main part of our job to handle conflict among people. That is something we do every day. But when it comes to grownups, it is much more difficult” (Informant 3).

Failure Acceptance: Accepting one’s failure is a difficult task. Usually, people refuse to embrace their failure. They try to drag others in the situation so that other people would be assumed responsible for that failure. This is not a leader’s quality. Leaders accept failure. They take full responsibility of that failure. And they try to rectify it.

“...It is a part of leading. We just have to try. I think I am a conscious leader.... But failure, yes, it is a fact of life. And it is definitely a fact of leading...” (Informant 3).

“... I do not give up. Because problems do not disappear. I have to do it again and again and again until those who are above me, they find a solution” (Informant 4).

Change Adoption: A leader, if not agreed with an upcoming change, will resist. Leaders feel it difficult to accept change as it is implemented by higher authorities, sometimes without informing or discussing with leaders. They try to change the culture and environment of the organization themselves. They do not like to get instructions that this is how organization is going to be changed. They direct their organization self.

“If we have a big change, then we will have a process. What consequences of this change will face employees? What consequences of this change will face those to whom

we offer services? What consequences will be on finances? etc. etc. Then we need to make an analysis of it. And also, how big is this change is? If there are small changes, so then we will talk about it with employees. If there are big changes, then we talk about it with groups working on different tasks. So, it depends upon the size of change.... It has never been difficult to accept a change for me” (Informant 2).

“Well, probably I resist. And also, I accept. I think we are trying to change and learning organization and we want to change and we do that. But of course, there is some internal struggle, if not by me but by many of them.... Change is difficult. But I want to change and would like to have a dynamic organization, where we use the resources where they needed most” (Informant 3).

“I think it is important that we have been taken in a row. If we are not taken in a row, then I'm not happy. But if we can present our professional points of view, I understand that it is not all my professional needs that can be taken up, there are other departments too. Therefore, I understand that there are many offers in Ski Municipality and I accept it. But if we are not heard, do not be asked once, about the academic consequences of that decision, then I do not like to accept that change as it is” (Informant 4).

Communication: Communication is a significant part of a successful leadership. Leaders always try to communicate with their subordinates at their best. They try to solve every matter with communication. Right communication is always fruitful.

“... you need to remember to appreciate one who is doing good and if someone is not doing good, then talk to them carefully about how can they improve themselves...” (Informant 2).

“The most important part of leadership is communication aspect. We work rather closely together and of course I know the people who work here and I think they are doing the best they can. Telling someone that they are not doing a good job is not a favourite task but of course when we do that we need to have a friendly conversation.

And that the conversation is respectful. It is difficult as whatever I say, maybe you interpret it in your way but maybe I didn't mean that. Then you get upset and its much harder to repair that relationship'' (Informant 3).

“...Very often, conflicts begin in communication. It's not always that I succeed in handling it very good or first time. If communication is not good, it's often because people feel they are not been heard. Then they defence it and then it will be locked. The only way to solve it is to calm down, take time and talk to people, listen to what they say’’ (Informant 4).

I used Bar Chart to show the results of my findings. I gave every theme a specific colour. I highlighted every theme related sentence from transcribed interviews in that prescribed colour. Aspects, that showed a leadership side of executives, were highlighted in normal font and aspects, that reflected a managerial side of executives were highlighted in bold font. Then, I counted both the frequencies of each theme and drew 2 bar charts. One is showing the leadership aspects and the other is showing managerial aspects of executives. This is an easy way to see and observe the results at a glance. These charts are self-explanatory. Both are showing that how often informants act as leaders and up to what extent they behave like a manager.

Leadership Aspects Found in Executives, Working in Ski Municipality



Figure 3: Leadership Aspects Found in Executives

This chart is showing that most commonly used theme during interviews was ‘Handling Subordinates’. Most of the informants depicted their interest in handling subordinates as a leader. They were concerned with their likes and dislikes, progress, freedom, welfare, etc. Informants were eager to see their employees prosper as leaders. They let their followers in free arena. Most of them have good relationship. They discuss things together and agree on certain decision. They prefer to work in teams. Second most commonly used theme was ‘Facing Challenges’. Informants were ready to handle with stress, conflicts, changes, failures, communication, etc. in a courageous way. they were not afraid of such situations that are negative in a sense. ‘Focus’ and ‘System and Procedures’ were least spoken themes. Some of them were quite clear about their focus on people. But, others ignored to show it. They mentioned the goal seeking attitude. Most of the Informants allowed their subordinates and themselves a creative arena up to

some extent, as they were restricted to act within certain processes by Municipality. So, we can say that they are leaders within certain limits.

4.2 Informants Performing as Managers

Along with the leadership side of informants, I spotted some managerial attributes as well. There was not a high frequency of occurrence of managerial features though, but some of them were performing as leaders and managers, both at the same time.

Handling Subordinates: Informants, who were not so much engaged with subordinates, are tend to be considered as managers.

“... all do not need to be treated equally as people are different. Some of them require more care than others and some are more independent. If an employee wants that, we respect that....” (Informant 2).

“I think its important to behave equally and friendly, as long as they know that you are the leader....” (Informant 5).

Informant 5 belongs to the department of education. She is a rector of a school in Ski Municipality. In this department, people are mostly engaged in maintaining and managing things, as there is a lot to do every day. They have less time to lead than manage. That’s why, they have less time in relationship building too.

“.... sometimes, I do it on my own. For example, when it comes to municipality plans, it's impossible to get around to a table to talk with everyone. So, it depends on what kind of job it is” (Informant 4).

System and Procedures: Some of informants described the phenomenon of following system and procedures as they have to do it up to some extent. As all these

organizations are running under Ski Municipality, therefore they were bound to follow certain processes. There was less creative atmosphere in some organizations due to specific system and procedures defined by Municipality.

“We have many procedures like recruiting, to welcome new staff, teachers. We follow them. I think the procedures address the main themes.... But I think we are free within those procedures when it comes to hire or fire strategies. We have systems where teachers should go and where not. Certain steps need to be followed” (Informant 3).

Focus: Few leaders were more focused with attainment of goals than focusing the people.

“I see a lot in achieving goals because that is important for library. We make goals every single year...” (Informant 2).

Facing Challenges: Most of informants were ready to face challenges. They were engaged in resolving issues and making their organizations prosper in every possible way. But some of them were accepting upcoming changes as it is. They showed no botheration whether this change was good or bad for their organization.

“...It has never been difficult for me to accept a change...” (Informant 2).

“... but changes come and we have to accept that...” (Informant 5).

We can see here that some of the informants had both features, i.e. leader qualities as well as managerial qualities. In different situations, they act differently. They change their role preferences according to circumstances. Now, through Bar Chart, I will show the results of managerial aspects found in informants. Here we will see which theme

was most highlighted while giving their point of view on certain managerial stand points.

Managerial Aspects Found in Executives, Working in Ski Municipality

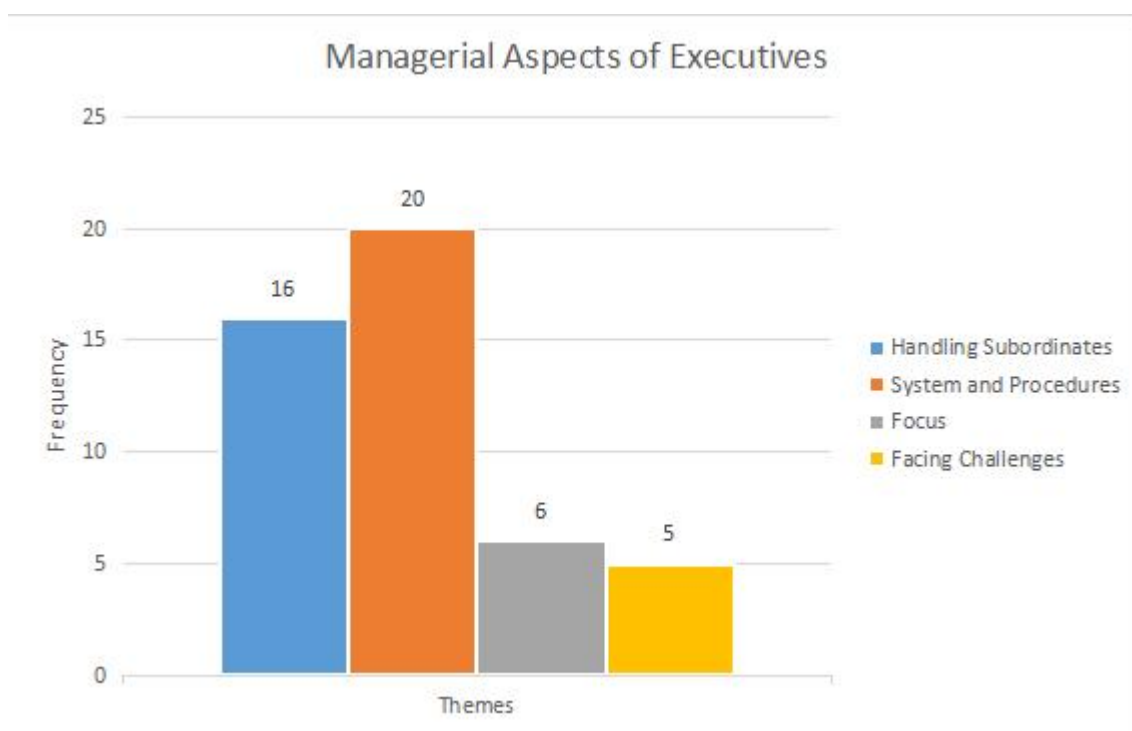


Figure 4: Managerial Aspects Found in Executives

Figure 4 is reflecting the managerial aspects in the executives of Ski Municipality. Frequency of themes, related to management, showed up in a minor extent. Highest rate of management themes is 20 from 'System and Procedures'. As I mentioned before, executives of these organizations have to follow instructions, given by Ski Municipality. Therefore, they explained somehow the process of pursuing the directions, given by higher authorities. Frequency of 'Handling Subordinates' like a manager is on number 2 position. But, if we compare both frequencies from leadership and managerial perspective, we can see that most informants handle their employees quite equally and friendly. A few also mentioned the goal preferences. They were relating goal attainment to their jobs more than focusing the people. If we talk about 'System and Procedures',

most of them were trapped in the procedures given by Ski Municipality. They had to follow those rules and regulations that Ski Municipality has imposed on their departments or organizations.

The results are quite clear. They depict a mix of both attributes in all executives of every organization or department in Ski Municipality. Leadership qualities are dominant in all, but they also reflect a bit of management side as well.

CHAPTER 5 DISCUSSION AND CONCLUSION

This chapter addresses the results and findings and associates them with theory part of thesis. There is not a single theory or a single part of thesis we need to relate to results and findings here. The whole chapter 2 contains those elements we will link up to findings. In addition, this chapter comprises of two parts. In first part, we will see that what is the overall approach of executives under discussion. On what ground we see their leadership side and by which attributes we figure out their managerial aspects. In the second part of this chapter, we will discuss all the informants one by one, in order to see whether they are leaders or managers. And also, we will discuss their point of view on the topic as there prevails any difference between leadership and management in Norway at all or these terms are used here interchangeably.

The problem statement, “*Do the executives of public organizations in Ski Municipality see themselves as ‘leaders’ or ‘managers’?*” was operationalized through semi-structured interview process. The main aim of conducting this study was to find out that is Ski Municipality is run by leaders or managers. And most importantly, are Norwegian executives; leaders or managers? My initial thoughts about the topic were quite decisive, e.g. a certain type of person is a leader, who can make other people follow in whatever direction he/she wants. On the other hand, manager is one who has a robotic personality. They do not possess emotional side of personality. They are only concerned with routine work. And also, there are two separate entities who are either leaders or managers. We cannot have one person, having a combination of both leadership and managerial qualities. But as I conducted interviews and analysed it, the results were not the same as I perceived earlier. Findings were astonishing and unexpected.

In the theory part of thesis, most of the authors argued a clear difference between leaders and managers. For example, Northouse explained this difference in the view of focus of a person. If goals and tasks are main focus, then the person is a manager.

Whereas, the person who is engaged in influencing people and generating new visions is a leader (Northouse, 2012). And, Mumford in chapter 2 (p. 29) of my thesis that leadership is a process that includes inspiring, creating, innovating, visualizing, boosting and transforming their followers. And on the other hand, management is all about daily routine work that is too operational and requires good transactional skills (Mumford et al., 2012). So, when we see that executives are involved in appreciating their employees for targets they achieve, they have close and friendly relationship with them, they are engaged in welfare programs for their employees, they are eager to work as teams, they encourage their employees to take initiatives and they motivate their employees by different ways, we can say that they possess a leadership approach. Most of the informants showed leadership side of their personalities in this regard. Their focus was 'people' and their preference was motivating and boosting their subordinates to their best. A couple of informants reflected also a managerial point of view on this matter. But at the same time, they mentioned mixed thoughts on the topic as well. They were not so strict with their rules and regulations. They were quite permissive and adaptable to situation.

My findings revealed that there is not a single executive who is a complete leader or a complete manager. All exhibit certain qualities of both; leaders and managers. In other words, we can say that they adapt leadership or managerial role according to situation. Whenever they feel a need to be leaders, they turn to leadership and whenever they think that in this situation a managerial attitude is best suited, they shift their style to management. There was a blend of leadership and managerial qualities in the them.

We start with taking in view the Leadership aspects in the executives of public organizations in Ski Municipality. Northouse approaches of trait leadership and process leadership also depicted the leadership aspects that I spotted during interview process. According to author, the process view of leadership reflected the interactions of leaders with their subordinates. An executive's attitude decides whether they are leaders or managers. Whereas, the trait view of leadership involves the personality side of an executive. These are the personality attributes that distinguish a leader from a manager

(Northouse, 2012). *Handling Subordinates* theme included all the aspects that are related to Process View of Leadership. Whereas, all the sub-themes under *Facing Challenges* theme showed the Trait View of Leadership.

The personality side of an executive can also be derived from the key leader traits, given by Zaccaro. He explained the personality aspects in five different categories. It includes Extroversion, Agreeableness, Conscientiousness, Neuroticism and Openness to Experience (Zaccaro et al., 2004). Now almost all these factors were taken under consideration during interview process. The persons possessing these attributes are said to be leaders. In addition, cognitive capacities, mentioned in key leader traits reveals how creative and intelligent the person is. This aspect was also covered. Nearly every informant possessed the leadership personality attributes. They have positive approach towards everything. They are cooperative and lenient towards their subordinates. They rely on the judgments of their employees and have complete confidence in their abilities. They are emotionally stable and do not use their position for their personal benefits.

According to Kotterman, the distinguishing factor between a manager and a leader is their vision. He added that managers are engaged in planning and making financial decisions. On the other hand, leaders are more on creative side. They allow themselves and their subordinates to change their way of working according to situation. This distinguishing aspect was observed in informants up to some extent. The reason that informants were not fully independent in their creativity arena because they have to follow the given procedures by Ski Municipality. But they were free to create their own atmosphere within those given processes. Also, financial planning is done by Municipality. Therefore, they have a little influence on financial decisions and its planning. If we take under consideration the role differences between leadership and management in the workplace, given by James Kotterman, it is evident that distinguishing factor between a leader and a manager is vision. The process of vision establishment, vision execution, vision outcome and, in addition, human development and networking is different for both (Kotterman, 2006). The role difference between a

leader and a manager could be noticed during interview process. Every informant possessed leadership role on workplace along with a managerial role up to some extent. In certain situations, they have to act like a manager, e.g. developing process steps for their subordinates. Not all, but some of informants were engaged in scheduling the steps of system to be followed by employees.

Some of executives of Ski Municipality also possessed the managerial attributes. The most significant duties of a manager, i.e. planning, organizing, directing and controlling, described in the 'Gower Handbook of Leadership and Management', were found in a small proportion in executives as well. In certain situations, the executives were eager to follow managerial way. RL Katz's three skill approach, including technical, human and conceptual skills, were somehow found in them. Especially human and conceptual skills. And these skills are designated not only to managers but also a leader own these expertise.

Now in the second part of this chapter, we will discuss all informants separately. *Informant 1* was from Volunteer Centre in Ski Municipality. She was more on the leadership side as she mentioned her focal point, 'people' many times during interview. She was eager to help people in any possible way. Beside this, she showed a motivational side of her leadership. She was encouraging people to volunteer their services with her motivational talks and casual chats with them. She was interested in resolving conflicts among employees. She was ready to accept failures and step forward to discuss upcoming changes if she is not agreed on it. On the other hand, she was less creative as most of the procedures are finalized by higher authorities beforehand. Financial planning was also included in that. She showed a desire to work alone rather than in teams. She was agreed with the standpoint that there prevails a difference between leadership and management in Norway. And, both leaders and managers need each other to run an organization. We can say that informant 1 possesses leadership qualities more than managerial attributes.

Informant 2 was from Library Department of Ski Municipality. She had both managerial and leadership style of working at the same time. She preferred to follow steps and procedures rather than creativity. She preferred to have financial plans in the beginning of the year. At the same time, she was ready to change according to situation. She was one who set goals for her and her subordinates and focus on achieving those goals rather than focusing on people. She didn't believe in equality of people working under her leadership as everyone is different according to her. But, she was respectful to her subordinates simultaneously. She emphasized on socializing also. She believed in motivating people by appreciating them. She was interested in team work and involving her subordinates in decision making process. She argued that management is different from leadership. She had quite clear viewpoint that municipality is management and she was the leader. We see here, informant 2 is a blend of leadership and management. But, managerial attributes are prominent than leadership qualities.

Informant 3 belonged to after school club in Ski Municipality. His focus was around people. He was concerned that people are getting higher and improved quality of services than before. He had a desire to be independent in his decisions and procedures. He wanted a free arena, where he and his subordinates could be creative according to their thoughts and imaginations. But, they have to follow systems and procedures, set by municipality. He felt trapped in daily routine tasks to be done rather than working on creative side of their jobs. He believed in having a good communication with his employees. He was ready to face all the challenges that come in his way. Informant 3 thinks that leadership and management are used interchangeably in Norway, as differences between both has been erased. So, we see that this informant is a leader, but he has to act as manager in certain situations, against his desire.

Now, when we observe *informant 4* in this context, we see that this executive is functioning like a leader. He was engaged with his subordinates in every respect. He was making ways for them to be leader themselves. He was one who totally changed the culture of the organization. He was willingly giving freehand to his subordinates in their particular fields in order to make them more productive and independent. He was not

that kind of person who stands in the way of others. He was good at communicating with higher authorities as well as his subordinates. He was an expert in conflict resolution. On other hand, he also mentioned that they have to follow rules and regulations up to some extent, as politicians are involved in decision making process. He also mentioned his responsibility for both the decision he takes and the consequences of those decisions. He said that there prevails no difference between a leader and a manager in Norway. They have same set of decision making areas and economy. We see here, informant 4 also have leadership attitude along with a touch of managerial attitude.

Informant 5 can be related more to managerial side. She was a rector of a school in Ski. May be her attitude was managerial because the responsibilities she has in her job arena need much more attention than flourishing leadership attributes in her. She needed to set goals for every year and focus on them. She was more authoritative than all other informants. But simultaneously, she showed her leadership side as well. She had good relations with her employees. She was concerned with a good working environment for the people. She was the only informant who merged both the concepts in one person. She argued that most leaders say that management takes lots of time and then there is a lack of time for leadership. So it needs to be prioritized. Whether you prefer leading or you are managing most of your time.

Now we have observed in all this discussion that executives in Ski Municipality are leaders. But in certain situations, they behave like a manager. This is the demand of their jobs.

In this thesis, it has been reviewed what leadership and management are and how we distinguish between both the terms in relation to different organizations. We also discussed that on what levels of organization leadership and management are practiced and where their roles are blurred. Concluding all the findings and discussion above, one could say that executives of Ski Municipality are somehow mix of leadership and

managerial qualities. Their approach varies with situations come across their way and even different leadership approaches are adapted on different levels of organization. They are not complete leaders as well as not complete managers. They change their style of performing according to situation. There prevails a role difference of an executive in a particular organization. Same person is a leader as well as a manager at the same time. Most of the part is done on leadership basis, whereas, a small part is accomplished as a manager as well.

Limitation of this thesis includes the informants from only public organizations. There is big difference between the working and decision-making process of a public and private organization. And executives of both types of firms perform accordingly. By choosing only public organization, running under Municipality, restricts this study to be conducted on a broad spectrum.

For future research purpose, I would recommend that this research can be done on large scale. More informants can be included in data collection process. In addition, informants from other municipalities and from private sector would also prove to be a promising step towards significant and applicable results. Also, along with qualitative method, a quantitative additional method would enhance its validity. A questionnaire regarding personality detection of every informant can intensify the findings. Here, I would recommend MBTI (Myers Briggs Type Indicator) Personality Test. This test is very effective in identification of personality types of leaders under discussion. It will add to the accurate and more detailed results.

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Appendices

Appendix 1: Email sent to executives of public organizations in Ski Municipality.

Sobia Nawaz

Mon 5/15/2015 2:29 PM

To: XXXX

Hi XXXX,

I am a master student at the Norwegian School of Economics at NMBU. I am in the final semester and working on my master thesis. In this regard, I need to interview executives of public organizations in Ski Municipality. Can you have an interview with me to complete the process of data collection?

The overall issue of the project is "Norwegian executives; leaders or managers. **Do the executives of different public organizations in Ski Municipality (Ski kommune) see themselves as 'leaders' or 'managers'?**".

In this interview I want to find out something about you and your organization, what do you think about the concept of 'leader' and 'manager'? How do you experience this phenomenon? And in which way you run the organization? To investigate the topic, I will use qualitative research methodology. I would like to have semi-structured interviews and each interview is expected to last between 30 to 45 minutes. But this depends on the interviewer.

In the completed project report, the individuals or companies will be anonymous. Data that has been collected (audio recording) will be deleted when the project is submitted on August 15th 2017. It is completely voluntary to participate and it is possible to withdraw from the project without specifying any reason.

I hope you want to participate in my research project. If you wish to receive the project report when it is completed, just inform me about it. The project is approved by the Norwegian School of Economics at NMBU and is supervised by Associate Professor Arild Wæraas.

Looking forward to your feedback.

Regards,

Sobia Nawaz

Appendix 2: E-post sendt til ledere av offentlige organisasjoner I Ski kommune

Sobia Nawaz

Mon 5/15/2015 2:29 PM

To: XXXX

Hei XXXX,

Jeg er en masterstudent på Handelshøyskolen ved NMBU og skal i forbindelse med min masteroppgave gjennomføre datainnsamling. Har du anledning til å ta et intervju med meg? Den overordnede problemstillingen for prosjektet er

“Norske sjefer; Ledere eller styrere?”. Ser sjefer I Ski kommune offentlig etat på seg som 'ledere' eller 'styrere'? ”.

I dette intervjuet ønsker jeg å finne ut noe om deg, din organisasjon, hva du tenker om konsept av ‘leder’ og ‘styrer’, hvordan du opplever dette og på hvilken måte styrer du organisasjonen. For å undersøke temaet, vil jeg benytte kvalitativ forskningsmetode. Jeg ønsker å gjennomføre halvstrukturerte dybdeintervju og hvert intervju antas å vare omtrent 30 minutter til 45 minutter, men dette er avhengig av den som blir intervjuet.

I den ferdige prosjektrapporten vil ingen enkeltpersoner eller bedrifter kunne gjenkjennes. Data som har blitt samlet inn (lydopptak) vil bli slettet når prosjektet blir avsluttet den 15. august 2017.

Det er helt frivillig å delta, og det er mulig å trekke seg fra prosjektet uten å oppgi noen spesifikk årsak.

Jeg håper at du ønsker å delta i mitt forskningsprosjekt, og at du som leder vil finne nytte i deltakelsen. Dersom du ønsker å få prosjektrapporten tilsendt når den er ferdig, er det bare å si fra om det. Prosjektet er godkjent av Handelshøyskolen ved NMBU, og er veiledet av Professor Arild Wæraas.

Ser frem til din tilbakemelding.

Vennlig hilsen

Sobia Nawaz

Appendix 3: Semi-structured Interview Guide (English Version)

Introduction:

1- Introduction of myself and my master's thesis:

Introducing myself as a student of final semester of Masters of Business Administration at NMBU Business School, with the major profile of Strategy and Leadership. While my master's thesis problem statement that ***“Do the executives of different public organizations located in Ski Municipality (Ski kommune) see themselves as ‘leaders’ or ‘managers’?”***

Duration: Around 30 to 45 minutes

Getting approval of using voice recording technique while interviewing

Taking hand written notes also when necessary

Keeping informants anonymous

2- About the interviewee

- How long have you been working in this organization?
- How many times you got promotion from the designation rewarded to you when you joined?
- What is reason behind your election as leader in your point of view?
- Do you feel any change in overall organization's performance and subordinate's performance before and after you elected as leader?

3- About the organization

- Please give me brief introduction of this organization?
- When this organization founded, structure, no. of management levels, no. of employees, selection criteria while recruiting managers on different levels, etc.

Main Interview Questions:

1- How can you distinguish a leader from a manager?

- Have the procedures and system of the organization a particular shape and steps to follow or it can be modified according to situation? Is creativity allowed?
- Is proper planning compulsory for taking the financial decisions?

- How much do you focus on achieving goals and being appreciated? Do these things bother you to work harder?
- Do you think that behaving with your subordinates equally and friendly is appreciable or you consider maintaining a distance with them?
- Do you speak up for the welfare of people working under you or it does not bother you?
- Do you think that stimulating people to take initiatives on their own works wonders?
- How do you motivate your employees?
- Do you need to prepare for motivational speech for your subordinates or you do it spontaneously?
- Do you involve your subordinates as team while accomplishing any task or you prefer to do it on your own?
- How much freedom is given to your employees in their tasks at work?
- Do you rely on the judgments of your subordinates or you like to take decisions on your own?
- How do you adopt change? Arises a resistance or acceptance in your behavior when a change comes?
- How do you handle conflicts? Do you prefer conflict resolution or you avoid to face such situations?
- How do you tackle stress in certain situations?
- Do you think that taking advantage of one's position under any circumstances is acceptable?
- How do you embrace a failure?

2- Do you think that in Norway, there prevail some sort of difference between a leader and a manager at all? Or we use these terms interchangeably here?

Appendix 4: Semi-strukturert intervju guide (Norsk versjon)

Introduksjon:

1- Introduksjon av meg selv og masteroppgaven min:

Jeg er student i siste semester av Master I Økonomi og Administrasjon på NMBU Handels Høyskole, med hoved profilen i Strategi og ledelse. Masteroppgave går ut på " Ser sjefer I Ski kommune offentlig etat på seg som 'ledere' eller 'styrere'? "

Varighet av intervju: Rundt 30 til 45 minutter

Få godkjenning for å bruke taleopptaksteknikk mens du intervjuer

Ta håndskrevne notater også når det er nødvendig

Holder informanter anonyme

2- Om Informanter:

- Hvor lenge har du jobbet i denne organisasjonen?
- Hvor mange ganger har du fått opprykk i stillingen?
- Hva I ditt synspunkt er grunnen til valg av deg som leder?
- Ser du noen endringer i de ansattes og/eller samlede organisasjonens ytelse, før og etter du ble valgt som leder?
- Hvor ser du deg selv i fremtiden?

3- Om organisasjonen:

- Kan du gi meg en kort introduksjon av denne organisasjonen?
- Når ble denne organisasjonen grunnlagt?
- Hva er dens organisatoriske struktur?
- Nivåer av ledelse, antall ansatte,

Hoved intervju spørsmål:

1- Hvordan kan du skille en leder fra en styrer?

- Har organisasjonens prosedyrer og system en bestemt form og trinn å følge eller kan det endres i henhold til situasjonen? Kreativitet er tillatt?
- Er riktig planlegging obligatorisk for å ta de økonomiske beslutningene? Hvor mye fokuserer du på å oppnå mål og bli verdsatt? Får disse tingene deg til å jobbe hardere?

- Tenker du at lik og vennlig oppførsel er verdsatt av dine ansatte? Eller du foretrekker å holde avstand fra dem?
- Taler du dine ansattes saker I deres favør? Eller forstyrrer/bryr du deg ikke?
- Tror du det å stimulere folk til å ta initiative gjør underverker?
- Hvordan motiverer du dine ansatte?
- Trenger du å forberede en motiverende tale for dine ansatte? Eller gjør du det spontant?
- Involverer du dine ansatte i alle oppgaver? Eller foretrekker du å gjøre det på egen hånd?
- Hvor mye frihet gis til de ansatte I utførelse av arbeidet deres?
- Stoler du på avgjørelsene til dine ansatte? Eller liker du å ta beslutninger selv?
- Hvordan tilpasser du deg endring? Oppstår det en motstand eller aksept hos deg når en endring kommer?
- Hvordan håndterer du konflikter? Foretrekker du konfliktløsning eller unngår du slike situasjoner?
- Hvordan takler du stress i visse situasjoner?
- Tror du det å utnytte/bruke sin posisjon er akseptabelt I alle situasjoner?
- Hvordan tar du nederlag?

***2-Tror du det I Norge eksisterer en forskjell mellom en leder og styrer I det heletatt?
Eller brukes disse termene omhverandre?***



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