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J.C. Ry Nielsen

**What Managers do
- Influence Attempts as Another Piece
to the Managerial Jigsaws**

INSTITUT FOR ORGANISATION OG ARBEJDS SOCIOLOGI

Handelshøjskolen i København

Solbjerg Plads 3

2000 Frederiksberg

Tlf: 38 15 28 15

Fax: 38 15 28 28

**Department of Organization and Industrial Sociology
Working Paper No. 2004.8**

**What Managers Do –
Influence Attempts as
Another Piece to the Managerial Jigsaws**

**Paper for
*Studying Leadership: 3rd International Workshop,
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by**

***J. C. Ry Nielsen,*
Senior Lecturer,
Department of Organization and Industrial Sociology,
Copenhagen Business School,
Solbjerg Plads 3,
2000 Frederiksberg
Denmark
E-mail address <mailto:ry.ioa@cbs.dk>
Telephone 45 38 15 28 47**

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**Gouverner, c'est choisir
Pierre Méndes Franceⁱ
I feel happy
that many of my decisions
were never carried out.
Jens Kramer Mikkelsenⁱⁱ**

Prologue

Leadership, change management, mentoring, coaching, thinking in holistic terms, leadership development, contract management, project management, balanced score card, and benchmarking are terms that flourish in the newspapers, on leadership and management courses and programmes. The memoirs of great leaders and fix it by reading five minutes a day are sold in bundles at the airports around the world. The academic literature on the subjects is increasing rapidly, and within the last ten to fifteen years the public sector has come and more into focus, following the New Public Management wave. Many of concepts seem to become buzzwords, but the facts remain that the world is changing and so are/must the organizations. My focus is primarily on the public sector, but this sector can nowadays not be treated without looking at the private and the not for profit sector as well. Therefore – and because of my experience in trade unions and other voluntary organizations these organizations are incorporated in the paper

Introduction – My Points of Departure

In this introductory paragraph I will set the scene for my paper by going into topics such as my purpose, ambition, practical and theoretical background, and finally some of my inspiration for writing on the topic.

Purpose and Ambition

My *purpose* for writing this paper is a rather personal one, as I want to sum up my knowledge on leadership/management. I have been talking, teaching, sparring, consulting, and researching on the subject for about 35 years. Some years ago I made another summing up, which I at that time thought to be my last (Ry Nielsen 1997). But being in close contact with many practitioners and especially foreign colleagues obviously has given me new inspiration and has promoted the desire to go on writing on the subject.

My *ambition* for the paper is rather modest, as I have grown more modest and humble, as my experience and knowledge have grown. If I can rise new perspectives, new questions or give a few new answers, I will be satisfied. In this context I like the metaphor of a jigsaw. Talking about leadership is to me the same as taking up pieces and to try to put them together in a coherent manner. But at the same time I know that a final picture of the jigsaw does not exist. The end result is an unknown jigsaw or rather an endless jigsaw. I can only hope, that my paper will contribute to a better understanding of leadership. In itself the paper is both a jigsaw and one piece to other jigsaws. In that perspective I agree with Heifetz, who talks about “Leadership Without Easy Answers” (Heifetz 1994)

My Practical Background

My *practical background* for writing this paper is first of all teaching and consultant experiences. I have been teaching the subject at Copenhagen Business School (CBS) since the late sixties and mostly to part time students with a practical background. The last ten years I have more specifically been teaching the subject at our MPA programme at CBS. Besides my CBS experience I have been lecturing at other institutions and organizations. And I have met many practitioners by being involved in training a huge amount of public managers on short-term courses.

My consultant experiences have been in many public organizations, a few private organizations, many trade unions, and a few voluntary organizations. Some of these organizations I have been a

consultant to for many years. I would also like to mention that I am and have been a sparring partner to many managers/leaders the last 30 years.

My own experiences as a leader/manager are mostly within CBS, where I have been elected chairman of my department, elected chairman of the department board, academic director of our diploma programme in organization and likewise of the MPA programme. Besides that I have been chairing different boards, committees, and project groups. Right now I am deputy academic director of the MPA programme. As can be seen almost all positions have been the result of an election.

My Research

My *research* on leadership/management has over the years covered many topics in a variety of organizations. I will not go into detail about it here, but use the relevant references in my paper. Here it will be sufficient to say that I have conducted empirical research on leadership/management in a hospital for mentally retarded children, a prison, a pharmacy, a trade union, and local and central government organizations. Besides I have written more theoretical articles and also essayistic ones.

Concerning topics I started in the late sixties and continued to write on collective leadership from a theoretical as well as from an empirical and practical point of view. These writings were quite in line with the interest in industrial democracy, that I shared with my colleagues in my department at CBS.

Later on I have written on management groups/teams, project management, strategy, change, the new manager, the behaviour of managers, on how to influence those in power, on elected leaders and selected managers, and on the inspiration, one can get from the Bible, Montaigne (French essayist 1533-92) and the world of sport. As mentioned some of the articles have the character of essays, and I have been co-operating with students, family members, consultants, and practitioners.

As mentioned above I believed to have written my last summing up article in 1997. The article had the title “What Managers do – is not always the right thing or good enough”ⁱⁱⁱ

This paper is of course indebted to 1997 article, therefore the chosen title: “What managers do-“ . But it is more than a continuation of the arguments in the original article; it represents also a refinement and specifically a broadening of perspectives, as it includes more dimensions in the analysis, which I shall return to in my paper.

My Sources of Inspiration

My sources of *inspiration* cannot avoid being manifold. I will start by mentioning two of my role models. One is Torben Agersnap who founded our department in 1953, and he is still being active in research and programme development- now at the age of 81! Torben Agersnap was the creator of a milieu, where the “the good pluralism” governed. That meant a department, where everybody’s point of view was taken seriously, and where disagreements never turned into hostility. Torben Agersnap was also the person, who introduced, advocated, and practiced collective leadership - together with the rest of us. The other person I would like to mention is James March from University of Stanford. James March spent one year in Scandinavia (Bergen and CBS) in the academic year 1970-1971. His open-mindedness and ability to ask unexpected questions were and still are an invaluable source of inspiration. Not to mention the bulk of research he has published. A collection of some of his fine articles was published in Danish in 1995 (March 1995)

In the paper I will of course draw on a lot of researchers, whose work I have been inspired by. Right now I will only mention Henry Mintzberg, whose seminal book on the nature of managerial work for a while put aside speculation and wishful thinking and brought reality back to the scene. (Mintzberg 1973, 1976) The idea of taking the behaviour of managers as a starting point really

functioned as an eye opener to me. I also appreciated – and still share – Mintzberg’s minimalist definition of management, namely, that management is what managers do, i.e. their behaviour. As a consequence I see the managerial job as multifaceted and relational. The manager in an organisation has to relate to many persons and many systems. And what they do they can do more or less well, depending on one's perspective and the context.

Last but not least I could not have written this paper without the ongoing inspiration from MPA students, other practitioners, and colleagues.

My General Approach – My Model

My general *approach* in this paper obviously rests on my earlier writings, where my focus has almost always been on the formally appointed manager. But out of my latest experiences with managers I should like to point to the following topics as they also constitute some the basis for my paper^{IV}: In poetic terms they can be said to constitute the first lines of the verses in my song on leadership/management

I am lonely
I am overburdened with work
I am considered a bottleneck
I have to find ways of handling the new board of directors
How do I establish a new management structure?
How do I improve the functioning of the management group?
How do I handle the inbuilt contrasts between the “religious” and the professionals?
How do I make the other managers responsive to needs for supervision from their subordinates?
How to make feasible a bottom up process in the creation of values?
I have tried so often, but

In the paper I will boil these topics down to five dimensions: A lot of managerial behaviour is concerned with power and influence and so is a huge amount of literature on leadership, but my approach will focus primarily on *attempts* at influence, out of which some are successful, others are not.

My first dimension deals with targets of the attempts. I will divide the attempts into two spheres. One deals with influencing people. Here I apply a model that I developed in the 1997 article. The other deals with the content of the attempts. Here I will I will apply a model that we developed as an extension of the Leavitt model for organizational change (Ry Nielsen & Ry, 2002).

The second dimension concerns the power bases that the manager has at her disposal, as these are seen as important for success. As will be seen I have a rather broad definition of power bases. (Kanter 1979, Morgan 1986, Goldschmidt 1997, Yukl 2002).

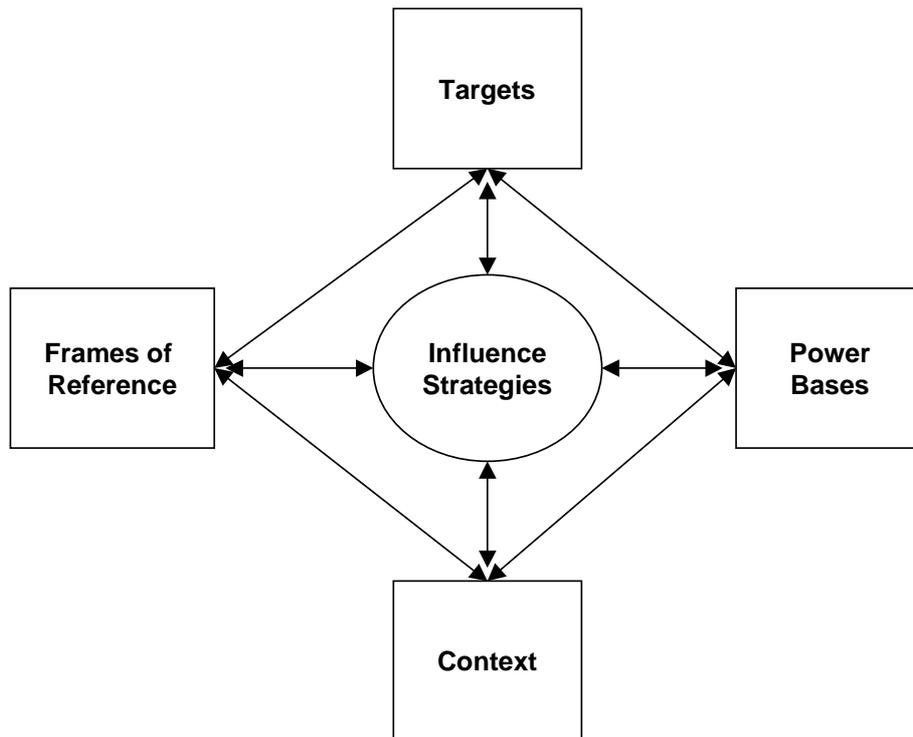
As the third dimension I have selected the contexts that the manager has to deal with. My point is that the managers act on many scenes or contexts, that offer a variation of demands, constraints and choices (Stewart 1982).

The fourth dimension deals with the manager’s frames of reference. Again I am talking about a rather broad category, but it concerns the more personal aspects of the managers. I am not thinking in personality traits, but the way in which managers behave due their mental mapping or ways of thinking i.e. their rationality, The Argyris & Schön (1996) distinction between single loop and double loop learning will obviously be of help here. Other dimensions will be optimistic-pessimistic (Bøje Larsen & Ry Nielsen), the old X and Y dimensions from McGregor (McGregor 1960) and centralist- decentralist (Gustafsen 1991).

The fifth and last dimension is the strategies that the focal person may apply.

I have depicted the five dimensions in the following figure.

Figure 1 A Model for Understanding Managerial Behaviour as Influence Attempts



As illustrated in the figure I have a belief that the five dimensions in the model are interrelated. Changes in one dimensions goes together with changes in the other dimensions. I am not talking about linear one to one relationships. The world is too complex and complicated for that. I rather believe in more indefinite maybe circular relationships – therefore the two arrowheads on each arrow.

An example may illustrate the point: My influence attempt is that I have an idea about teambuilding (target content) that I would like to get accepted in my management group (target group). Without thinking in terms of my model, I put the idea forward in rational terms (my perspective) and I trust that the group members will accept my expertise as an HR specialist (power base). But the management group turns my idea down. Now I could change the content of the idea, and/or I could apply a more complex language that would appeal both affectively and cognitively, and/or I could talk face to face only with the managing director to convince him first, and/or I could try rely more on my personal contacts in the group Or I could get another manager to put forward the suggestion, because my background as coming from the HR department (context) gives the proposal less credibility than if it was forwarded by one of the line managers.

The model thus opens up for a lot of alternative actions (strategies) that are interrelated.

A Digression on the Management Leadership Distinction

Whenever I talk to or discuss with colleagues I am confronted – at least implicitly – with the distinction between leadership and management. That is the reason behind this digression Not coming from an Anglo Saxon country it is difficult to follow the discussion about the distinction between management and leadership. We foreigners got no real sense of the

connotations that are associated with the two concepts. We cannot follow and fully understand the at times hefty debate or more likely the practice of separating them, so that a classic textbook on leadership would eventually not contain researchers such as Mintzberg, Kanter, and Stewart, as they write on management.

In Danish we are so fortunate that management and leadership are covered by the same word “ledelse”^v. That might also be the reason why we do not see the great problems with the distinction. I do not mind accepting Zalesnik’s now very famous distinction, saying that management is about handling everyday problems, and leadership is about visions and change (Zalesnik 1977) or Kotter reasoning the same way, although less rigorous (Kotter 1990, 2001). As long as it does not destroy the discussion among researchers with different perspectives, and it does not interfere with my interest in studying the behavioural aspects of the manager’s or leader’s work, because in that perspective keeping order is just as important as visions and change.

I must admit, however that visionary leaders and successful change champions attract much more attention than the day-to-day trouble-shooters. The latter never become heroes, neither in the press nor in the leadership literature. On the other hand they avoid being exposed in the headlines on television and the newspapers, as it happens to the heroes when the visions and changes turn out not to be viable or sustainable. Or when the heroes turn out to be swindlers.

My Specific Approach

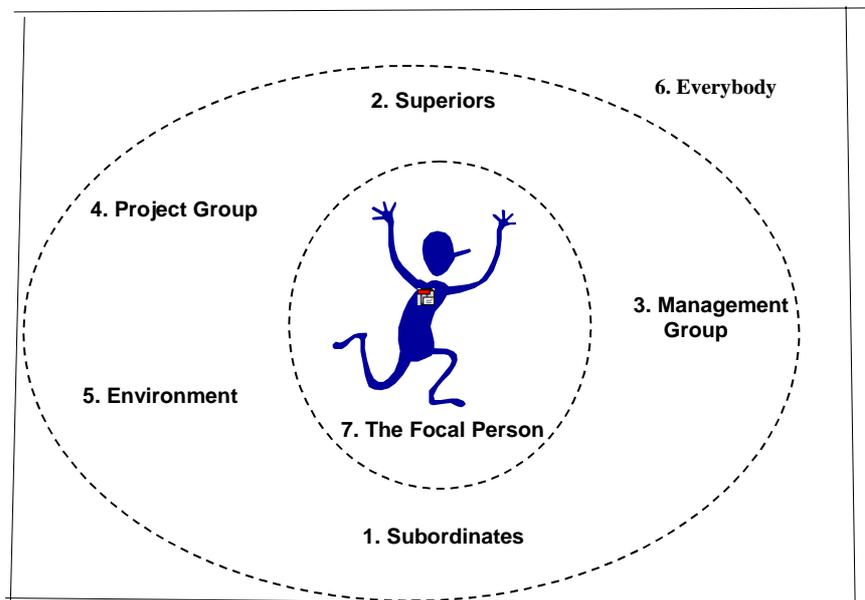
In this paper I cannot cover in detail all the aspects of my general model. That would demand much more space – and energy. The paper should rather be seen as an appetizer. Therefore I have selected some of the items from the model that I will go into detail about, while others accordingly will get less attention.

My procedure will be the following: I will deal explicitly with the person sphere of the influence attempts, whereas the content sphere will be drawn in during the further analysis. The contexts will also be treated separately, while the frames of reference and power bases again will be drawn upon in the analysis when appropriate.

The Target Persons

As just mentioned I will start with the targets of the influence attempts, and especially the target persons. They are depicted in the following figure:

Figure 2: Influence Attempts: The Target Persons



The model illustrates the many relations that a manager goes into and tries to influence. He is acting in all directions (Mintzberg 1973, Ry Nielsen 1997, Yukl, 2002:ch.2)

This way of looking at managers is far more encompassing than the scope of classic leadership literature that had and has its primary focus on the relations to subordinates (1).

It must be added that in everyday language – in Denmark at least - this is also the general interpretation of “ledelse”.

In the classic tradition the concept of “followers” has over time been preferred to “subordinates”, thereby obviously indicating a less hierarchical relation and more of a harmony based relation. And the language is also important concerning your behaviour as a manager. You do not try to influence your followers. You motivate, create commitment, empower, steward them or make them self – led/managed.

Of course these relations are still very important, but must be supplemented by others.

2. The manager is usually subordinate to others. Relations upward and opportunities to exert influence are therefore important ingredients in the manager’s life

3. The manager *usually has equals* he would like to influence. Here I will exemplify that with the management group that our focal person is a member of.

4. The manager is often part of lateral (more or less permanent) groups, e.g. temporary project-groups or permanent committees, such as joint committees. Networking, it's creation and maintenance, is also an important aspect of the managers' duties. Out of these options I have chosen to focus on the focal person manager as a project manager.

5. The manager often tries to influence his close and more distant environment

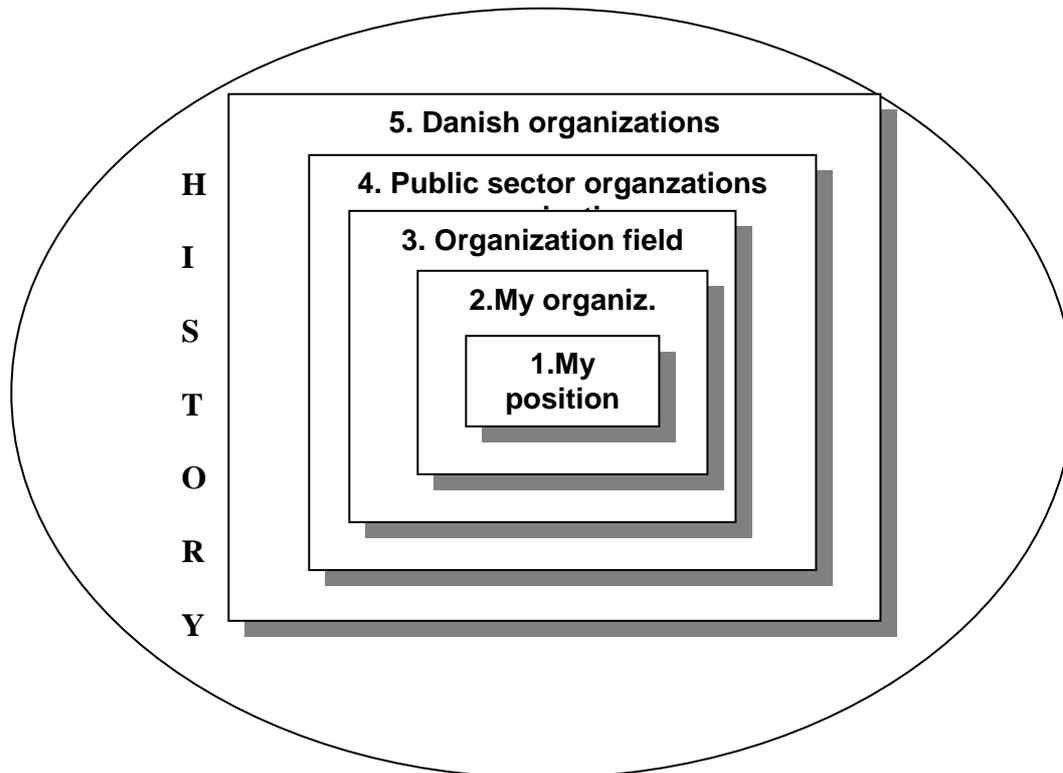
6. Once in a while the manager wants to influence everybody e.g. concerning the value system of the organization

7. Last but not least manager tries to influence/ control his work situation.

Contexts

As illustrated in the following figure a manager functions in many different contexts, many of which he does not think very much about in everyday life. And all of the contexts must also be seen in a historical perspective

Figure 3 The Managerial Contexts



1. My position

Any manager has a formal title and is placed somewhere in the hierarchy. The hierarchy may be flat or tall, but we have difficulties in imagining organizations without a hierarchy and thereby both horizontal and vertical division of labour. In that sense bureaucracy is still a very powerful type of organization (Mintzberg, 1983)

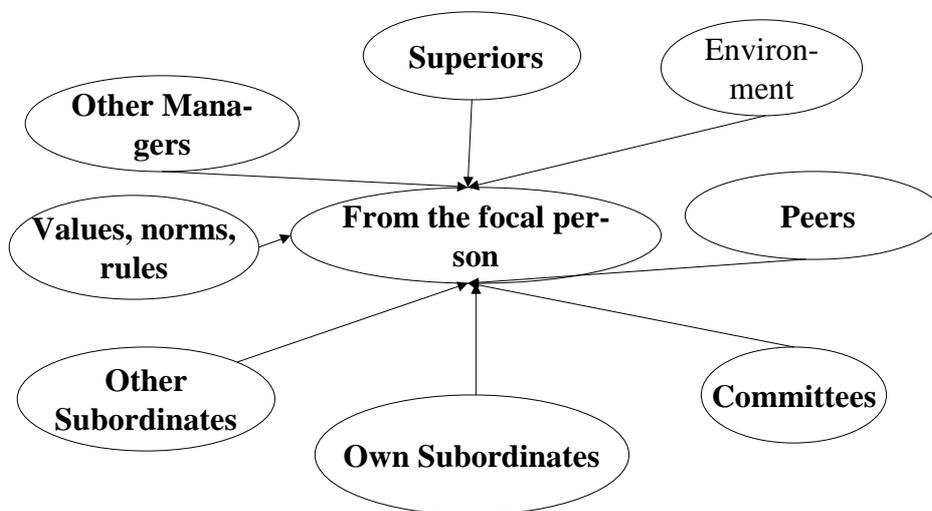
To characterize a position I have chosen to build on the ideas of Rosabeth Kanter (Kanter 1979). Kanter argues that any position can be characterized in terms of the resources that belong to the position, the support that is associated with the person, and finally the amount of information, that the incumbent gets/has. In Kanter's terms these three elements constitute the power bases of a position/person.

The time perspective may have two counteracting effects. The longer time in office, the more support and information, but at the same time fewer resources, because trimming or rationalizations have been at work.

2. My organization

In the paragraph I will stress that any organization is unique^{vi}. To any given manager a set of expectations will be directed towards him. In the following figure I have depicted such a set.

Figure 4: Sources of Expectations



As can be seen the figure is almost the same as figure 2. The arrows just point in the opposite direction, indicating that the persons the focal person want to influence also have expectations to him and want to influence him. I have deliberately chosen the word expectations to imply the broadness in the relations. I have also added something non-personal: values, norms and rules, because they constitute important pressures, that can be verbalized or non-verbalized. Following Rosemary Stewart (Stewart, 1982) the expectations can be seen as demands- something the manager has to live up to – or constraints – something that the manager has to live with – or choice - something that the manager decide on his own whether to follow or not. Over time it is obvious that we will observe changes in expectations and the kind of pressure they exert.

3. *The organizational field*

Looking at many organizations at a distance they seem more alike than different. They are like grey cats in the dark – all alike (Ry Nielsen 1994).

Di Maggio and Powell talk about organizations in a specific field, e.g. hospitals. (Di Maggio & Powell, 1991). These organizations show isomorphic traits due to coercion, mimetics or professionalization. Managers in these organizations accordingly are more alike than they are different. Not many managers think of this phenomeon in their everyday life. But when confronted with some of their look-alikes in other organization they usually find it easy to see the likeness. They often also feel happy about it, because they can compare their problems and loneliness with others.

Path dependency would get us to believe that the organization is difficult to change, cf again hospitals (North)

4. *The Public Sector in Denmark*

Now we move into a more comprehensive area, namely the public sector.

Right now the sector is undergoing what many label dramatic changes. The number of municipalities will diminish dramatically; the counties will lose most of their tasks, and be turned into regions. Central government will – as usual - centralize and decentralize at the same time.(see www.im.dk).

In the public sector we are so fortunate that research has flourished within the last few years. Doing research across fields we find researchers from a variety of universities (Antonsen & Jørgensen 2000, Klausen 2001, and Pedersen 2004). Within fields we have seen very excellent research on hospitals (Bentsen et al 1999, and www.flos.dk). Furthermore many trade unions have had university researchers carry out research on their members (see e.g. www.sl.dk).

Besides Parliament has paid for a very comprehensive research on the power distribution in Denmark (see e.g. Christiansen & Togeby, 2003)

Finally I will mention an interesting initiative taken jointly by The Ministry of Finance, The Association of County Councils, and The National Confederation of Municipalities.

They have created a forum for top executive managers in the public sector in Denmark. One of purposes of the forum is to create a code of conduct for top managers.

The number of members is rather small: about 500 (www.publicgovernance.dk).

To the forum national and foreign researchers have been attached as a research panel. The researchers have contributed with various input to the code of conduct debate. I think, however that the value of their contributions more lies in their mapping of the public sector with its changes and challenges. (Pedersen & Klausen (2004); Jørgensen & Vrangbæk (2004), Kettl, Pollitt & Svara (2004))

The foreign researchers stress the large Danish public sector prospers from being well staffed and having a high degree of trust from the public. Furthermore corruption is non-existent. They report that the top executives can see the need for reform, but that they at the same time will try to keep the existing order. The balance between change and continuity in many areas then obviously becomes the main challenge.

Pedersen and Klausen point to four areas in which they can foresee challenges for the top executive: political management, communicative management, strategic management, and change management (ibid p.24). The authors combine these areas with an analysis of the managerial (personal) characteristics, the managerial qualifications, and the thereof following managerial roles that will be necessary to handle the different areas (ibid p.24).

Summing up I will say that the public sector right now is in a state of flux. But it is worth noticing that this has been the case for many years (Pedersen 2004). We see no revolutionary steps, but a lot of changes carried out stepwise.

In all cases the public manager will continuously have cope with different cross pressures as depicted in the following figure

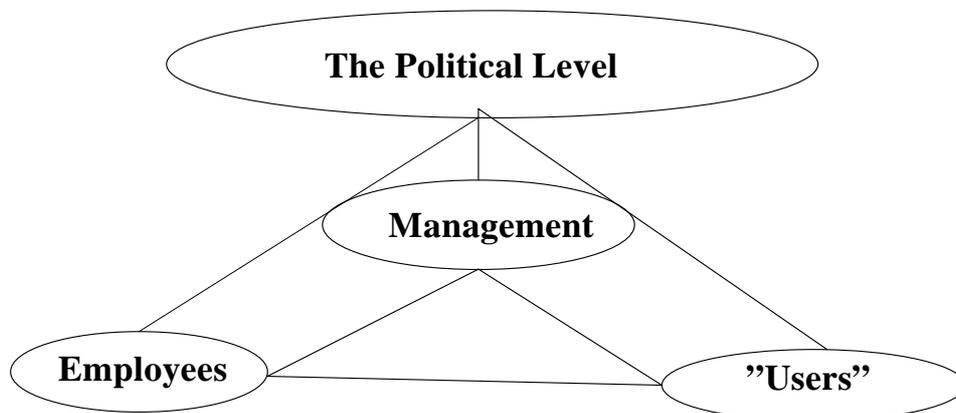


Figure 5: The managerial cross pressure

5. *Danish Organizations*

We now up to a higher level of perspective the specific Danish.

How are Danish more alike and therefore different from organizations outside Denmark?

Most obvious is the fact that in most organizations the main language is still Danish, which is an unusual forceful factor to include or exclude people.

But we also have international comparative research to build upon. One is Hofstede's research on culture differences (Hofstede 1991, 2005).

According to Hofstede's research Denmark stand out the following way (1991:36,63,94,122)

- We have a low power distance -
- We are low on masculinity
- We are good at handling uncertainty
- We are rather high on individuality

Some of these research data can be supplemented with another international comparison made by the Danish researcher Goul Andersen (2004) showing that the influence level of Danish employees is the highest in Europe. It must be added, too that membership of trade unions is extremely high in Denmark (80-90%)

Summing up on contexts

The manager operates in many contexts. These contexts all offer different opportunities and constraints to the individual manager. If we change position the picture will change, too, and likewise with organization, field etc. In other words it is very difficult to generalize about managerial behaviour.

The contextual framework “merely” offers a way of thinking on management. It cannot be used normatively to say, what a manager should do in a specific situation.

And one can use the framework to ask, in which kind of context a given theory is embedded – explicitly or implicitly.

Influence Attempts

By now I have hopefully set the scene for the following analysis. My way of continuing will be that I return to figure 2 and take as point of departure the different target persons. Within each area I have selected different theories that I first give an account of. Then I analyse them from an influence strategy point of view. I follow up with the other dimensions in my general model (figure 1). This implies an analysis of power bases, frames of reference, and contexts.

In my selection of theories you will find a big variation in the number of theories. I thus pay tribute to the massive literature on classical leadership, i.e. influencing subordinates by reporting many theories, while influencing your superior only gets one contribution.

Influence Attempts 1: Subordinates

Management downwards concerns what a leader/manager should do to get co-workers/subordinates/followers to do their best for the organization. From the large and unmanageable literature, I have selected three contributions, one old, but very much alive (Taylor) and two relatively new (Bass and Senge).

I am quite aware that four of these are American and therefore conceived of in another context, but at the same time they have been and are applied in a Danish context.

Frederick W. Taylor: Scientific Management^{vii}

The Theory

Taylor was an American engineer who in the beginning of this century laid the foundations for what he himself called scientific management. (Taylor 1911; Junge-Jensen & Ry Nielsen 1977) The scientific element lay in the fact that he carried out a number of studies of work and method that caused a much higher rate of efficiency by the workers. He also specialised foremen's roles, in that he worked with functionalised foremen. In other words, a worker had to approach different foremen depending on what problem he had. Finally, he introduced a piecework system, in other words, a wage depending on performance. His perception of people was therefore based on the notion that they were primarily motivated by economic incentives. Taylor's ideas have been sharply criticised, especially for his view of man. Most critics though, have seldom criticised Taylor on his own terms, i.e. conditions in American industry at the turn of the century, where labour was ruthlessly exploited, and where many of the unskilled workers were first generation immigrants and where trade unions were unwelcome.

Influencing Strategy

The most striking feature of the strategy is the separation of the thinking and the doing, i.e. changing behaviour through the structure combined with the pay system. In the daily life of a Taylorist or Fordist organization the hiring and firing of workers were/are very important as well.

Power Bases

Two classical power bases stand out (Yukl,2002:ch.6). First of all the formal position of the foremen is very important, because it as mentioned includes the right to fire and sack. This is usually called position power The second classical power basis is the expertise that the functional foreman has. This is called expert power (ibid p.144ff).

Frames of Reference

When Douglas McGregor (1960) coined his phrase X and Y managers, he referred to Scientific Management as the X conception. The belief in control and wage as the most important incentive for workers was/is at the heart of Scientific Management

Contexts

Although American in origin the ideas of Taylor have been a world success. The ideas of splitting up a given task in elements, the constant measuring and control, and not least the linking of performance and pay we can still find all over the world.

It pertains primarily to the workers and foremen in industry, but you also find it e.g. in call centres. In the public sector most jobs are professional in their character and therefore not that easy to expose to the basic ideas of scientific management. On the other hand we have the last few years we have in Denmark and many other countries been witnessing a growing belief in accreditation systems, quality assurance systems, ISO certifications systems etc, that all can be traced back to scientific management. Furthermore we have in Denmark got a wage system that to some extent links performance and pay (Pedersen et al 2003). As an extension of this system many public top executives make a contract, where some of their pay is dependant on the performance of the organization!

Taylor may thus have been dead for years, but his ideas are still thriving also in professional organizations in the Danish public sector.

Seen un the main perspective of this paper it is finally important to notice that attempts at Taylorizing the Danish public sector have been met with a lot of resistance and is being discussed heavily in and by the powerful trade unions.

Bernard M. Bass: Transformational Leadership^{viii}

The Theory

The American researcher and consultant Bernard M. Bass has, in a number of books and articles, made himself a spokesman for what he calls transformation management (Bass 1994, 1998)^{ix}. He has gathered a lot of data from different sectors of society, industry, the military, and professional organizations.

The problem that Bass is concerned with is how the manager can contribute in making subordinates (followers) change-orientated and extraordinarily effective.

According to Bass, most leaders can learn to be good at making marginal changes and reasonably effective groups. They can do this by carrying out transaction management. The idea is to clarify roles, demands and rewards, such that both the manager and the worker understand the connection between demand and reward. Both determined by the manager. But bigger changes and extraordinary effort demands something else and something more. This is where transformation management comes into the picture.

In the words of Bass this is done the following way (Bass, 1994:p.148):

1. Raising our level of consciousness about the importance and value of designated outcomes

- and ways of reaching these outcomes
2. Getting us to transcend our own self-interest for the sake of the team, the organization, or the larger polity
 3. Raising our need level on Maslow's hierarchy .. adding the need for self-actualization to the need for recognition

In order to achieve that transformation managers have charisma and the power to inspire. Besides that they must be/are interested in each individual, and they are able to intellectually stimulate the followers.

Both charisma and inspiration are about feelings, about arousing enthusiasm and pleasure. This could be for the organisation's vision, or for a fascinating, persuasive argument. Putting the individual in focus means face-to-face communication. And not just about the official news, but also about opinions, politics, etc.

The transformation manager is also more pro-active because he intellectually stimulates by bringing up new questions or questioning the status quo. Bass thus reintroduces the professional expertise (and openness), which is an important element of leadership.

Words like inspiring and charisma can be difficult to manage because we spontaneously think of what charisma has been used and misused for (Jesus and Hitler). On this topic Bass follows Burns in saying that transformational leadership is moral, if it deals with true needs and is based on informed choice. So we must hope that Bass' inspiring and charismatic leaders can live up to these moral standards.

Influencing Strategies

The transformational leader uses his visibility as a means, and he tries to close the gap between espoused theory and theories-in-use thereby increasing his credibility (Argyris & Schön, 1996:13). He uses visions, enthusiasm, inspiration, and a genuine interest in his followers.

Power Bases

Charisma is an obvious basis. The German sociologist Max Weber (1864-1920) was the first to introduce the concept charisma into the study of organizations^x. Weber talked about charismatic authority as opposed to traditional and legal authority^{xi}. By charismatic leadership Weber meant that the leader is attributed with particular qualities and is obeyed on this basis (Bakka& Fivelsdal 2002:p32) The charismatic leader emerges in times of crisis, is often a revolutionary force, but he is also very imperious and authoritarian. Some high offices such as that of the pope and the American presidency hold "office charisma" due to its historic prestige (ibid:p.32)

The transformational leader is of course not a Weberian type of charismatic leader. The latter has personal qualities but at a level that is not quite so seductive, and he has high moral standards that puts him faraway from the authoritarian leader. In real life we might see many small Napoleons without his charisma

He is also liked by his followers, thereby using his referent power (Yukl2002 p:150)

Frames of Reference

We have an excellent example of Mc Gregor's Y- manager

Contexts

The Danish practitioner/researcher Lars Goldschmidt (Goldschmidt 1997) has analyzed professional people in research institutions and in the public administration. His point is that these person are alien to management/leadership. They know better themselves, and their managers almost share their point of view. In those case Goldschmidt proposes what he calls Vision and Enthusiasm Management to change the organization. His advice is (ibid:63-67):

- Be the good example – without being a superman
- Hold the anxiety – and the risk of failure

- Arouse enthusiasm for the vision, but remember that you lose those that do not get enthusiastic
- Show care for the individual – creates loyalty
- Have will for conflict – you might risk to become unpopular

Goldschmidt's ideas do not contain charisma, but could be called a Danish edition of transformational leadership. When I teach MPA participants and other professionals his ideas are always met with sympathy, because the management alien professionals seem to be a general problem in the Danish public sector.

Peter M. Senge: The Learning Organization

The Theory (Senge 1990)

The concept of the learning organisation got an explosive start in the 1990's, and it seems still to be a vital part of today's common body of knowledge^{xii}. As a sign of recognition The Society for Organizational Learning and a matching journal have been created. The guru in this area is Peter Senge .He comes from Sloan School of Management in Boston, USA.

His basic idea is that only organisations that build a learning environment will survive. His starting point is that management in the learning organisation is about the creative tension between visions (what we want) and the here-and-now reality, with the problems and opportunities this entails. But the vision is crucial. This gives rise to new roles for the manager. According to Senge the manager should be a designer, teacher and steward.

As designer, the manager has three important tasks. Firstly, he should design the dominant ideas about purpose, vision and core values. Secondly, he should convert these ideas into decisions with the help of policies, strategies and structures.

Finally, the manager should create effective learning processes. The latter is achieved by functioning in the two other roles as teacher and steward.

Of course, the teacher's role is not that of authoritarian, one-way communicator, but a role where everybody, including the manager, gains greater insight. This insight is achieved, firstly by bringing to the surface the mental models we all carry around, and which define our perception of the world. They are usually tacit.

Next, it is important to discuss them. Here, it is the manager's task to contribute to creating an integrated understanding. This means that preferably, individual events should be seen either in a pattern of behaviour, or even better and more correctly, in a system perspective.

The role of steward has nothing to do with ships or aeroplanes. It is about attitudes: serving a good cause or the people one has been chosen to lead. So, it's about being personally able to support the organisation's vision and basic ideas. But also about being conscious that one's own management has a great influence on others.

These three roles are not naturally accessible for us. According to Senge, it takes lifelong engagement and development. In the real world, it means that all managers (and their co-workers) have to master them before we can speak of the learning organisation

Influence Strategy

Senge has a very conceptualized role approach. By acting in the three different roles you are able to influence your followers.

Power Basis

Conceptual skills combined with an integrated personality seem to be the main ingredients.

Frames of Reference

McGregor's Y-manager

Contexts

In the Danish context we have seen a lot of organizations adhering to the idea of the learning organization. But again we witness a necessary translation (Røvik1996). My organization (CBS) has in its mission statement that we shall be a learning university, but we do that without the vocabulary of the three managerial roles. That would instinctively give problems!

Influence Attempts 2: Your Superior

Ole Steen Andersen & Ry Nielsen . Advice on how to Influence Persons in Power

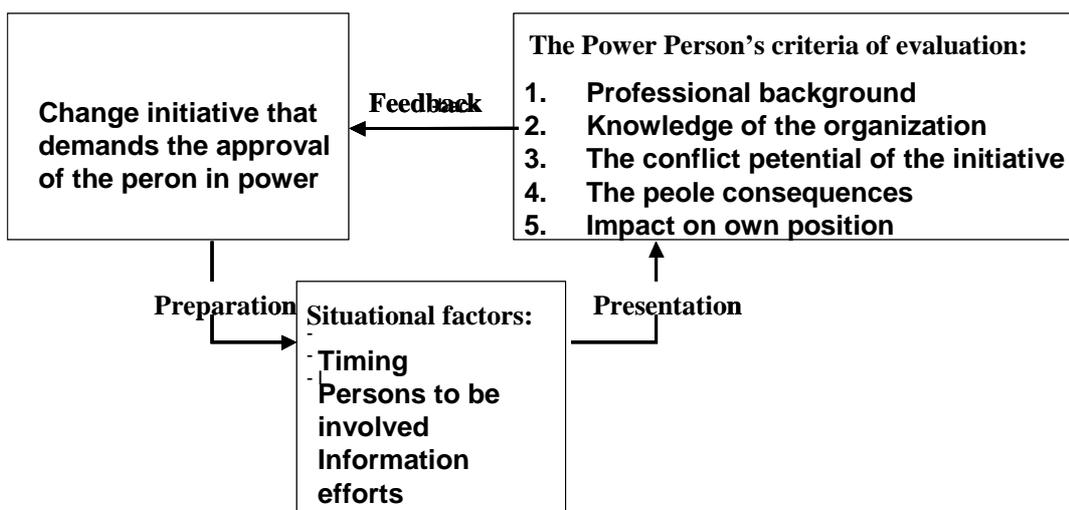
The Theory

In this paragraph I will exemplify the relation by drawing on an article, I wrote some years ago together with Ole Steen Andersen (Andersen and Ry Nielsen, 1990,1993)

Practically all managers are also subordinates, as they have managers over them. And the bigger the organisation is, the more levels of hierarchy it will have, and the more centralised it will usually be. This also entails that an overview of the relevant information will be reserved for the few at the top. Therefore, the middle managers (at many levels) will experience that one of their greatest problems is in getting their ideas passed-on upwards. At the same time, they will be made to carry out orders that they may not agree with, and/or they do not know the background for. Or they may not believe the official explanation. We have therefore many middle managers that feel themselves powerless. They are often also victims of, and therefore opponents of change. It can probably not be helped that major decisions come from above or from without. It is the lot of the middle manager. But usually of course, it is possible, either alone or (even more easily) in co-operation with others, to get through with ideas or recommendations. This is because most managers are also interested in getting new suggestions and ideas on the table, though not always in carrying them out in practice. But most of us could present our proposals better than we do at present. The following figure contains a model with advice for the change agent.

Influencing Strategy

Figure 6: A Model for Influencing Persons in Power (ibid 1993, p. 214)



Power Basis

Enthusiasm, professional knowledge, courage, the ability to create coalitions, and patience seem to be the necessary power bases,

Frames of Reference

The model presupposes that persons in power are reasonable persons, willing to listen to new proposals. Optimism and a belief in participation are in, not ruled out

Contexts

I am not quite certain how the model would function outside Denmark

Influence Attempts 3: Your Management Group

There are numerous approaches to study how to influence your management group. In this paragraph I have selected three contributions: Likert, Adizes, Katzenbach and Smith

Rensis Likert: New Patterns of Management^{xiii}

The Theory

Rensis Likert (1973,1961) is especially known for having drawn attention to three matters. Firstly, that group decisions give a higher effectiveness than decisions taken by a single person after consultation with the relevant managers, in a face-to-face situation. In group-decisions the probability increases that opinions can be changed and that more holistic considerations can be included. It becomes more difficult to politicise. Secondly, Likert emphasises that there should be a connection between what is happening at different levels in the organisation. The role of "linking-pin" is an important ingredient here. Basically, the idea is that everybody (except the chief executive officer and lowest level of the hierarchy) should take part in two groups, as leader of one and as an ordinary member of the one directly above. One ensures in this way, at least in theory, the existence of a communications structure, where information flows easily upwards in the organisation, something that is normally rather problematic. Thirdly, Likert emphasises that there should be a decentralisation of decision-making, such that decisions are made where one has the necessary information.

Of course, Likert realises that these three conditions are difficult to achieve in the real world. He enumerates therefore, a number of preconditions (24 in all) that preferably should be satisfied before we can talk of highly efficient groups. The preconditions are concerned with, among other things, the need for common goals, norms and attitudes, security, trust and a willingness to listen and learn.

Influence Strategy

From my perspective I am primarily interested in the linking pin role. Being able to play the role will enhance the possibilities of influencing the management group, both concerning results and process. -

Power Basis

Filling out this role will increase the manager's power as defined by Kanter (information, support, and resources). At the same time, however the three sources may constitute the necessary conditions for fulfilling the linking pin role..

Frames of Reference

The participatory element is very obvious in Likert's thinking. He also presupposes an openness across levels of the hierarchy.

Contexts

See below

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Ichak Adizes:

The Theory

Ichak Adizes (1979) has, on the basis of his consulting experiences, drawn up a model for the life cycle of an organisation from birth to death. He has also developed a number of diagnosis instruments for handling an organisation's problems at the various stages of the life cycle. Part of this model is concerned with management groups. His point of departure is that management is such a complicated affair that no single person can handle it alone. It takes several people to do the job.

The job actually consists of several different tasks: producing, administering, taking initiatives and integrating. This means, according to Adizes, that the following four roles have to be filled:

- A producer-role (P) that must ensure that results are produced in the short run.
- An administrator-role (A) that must ensure that rules are developed for, among other things, control, so that production takes place as rationally as possible.
- An entrepreneur-role (E) that ensures the firm's ability to renew itself and to foresee threats and opportunities.
- An integrator role (I) that establishes co-operation as well as training and development of staff.

In everyday speech, Adizes' model is referred to as the PAEI-model. However, it is not enough that all four roles are represented in a management group. One may be a great "P", but one should also have elements of the other letters, and not any zeros. That is the only way, that managers can complement and supplement each other.

Influence Strategy.

In my perspective the following figure contains some advice concerning strategies (ibid:p98)

Figure 7: Adizes and Influence Strategies

- Is able to play all the roles – remove the zeros
- Knows and accepts oneself – both strong and weak aspects
- Invites to criticism
- Identify complementary managers
- Accepts and hires these managers
- Understands person differences and conflicts
- Uses these in integrated solutions
- Creates a development environment, where people learn from each other
-

Power basis

Support, self- confidence, and self-worth seem to be the most important power bases

Frames of Reference

Adizes belongs to the optimistic. He has also been selling the messages for years as a consultant, so if he should not be optimistic, who should?

Contexts

See below

Katzenbach & Smith: The Wisdom of Teams

The Theory

Katzenbach and Smith's book (1993) deals with teams in general. By team they understand a small number of people with complimentary skills, who are committed to a common cause, performance goal and approach, which they are mutually responsible for (ibid p 45).

In a special chapter the authors concern themselves with the possibilities for creating a team from senior management (ibid ch.11). Katzenbach and Smith are far more sceptical than Adizes, because in their data they found so few teams. They argue that there are good reasons why senior management functions more as a working group than as a team, according to their definition of team. I will not go into their explanations of this fact.

Influencing Strategy

For my purpose it is more interesting to look at the advice they give in order to get a management group to function more as team, see the following figure (ibid pp 230ff):

Figure 8: Strategies for Practical Teambuilding

- Find (small) tasks where the group can work as a team.
- Let 1-2 people make thorough preparations for a project, which is then later discussed and integrated into the management group.
- Let team membership be dependent on skills, not position. In this way the possibility is created for several simultaneous teams, depending on the project.
- Require that all members do the same amount of real work. This creates duties and mutual responsibilities.
- Break down the hierarchical interaction pattern. For example, let the marketing manager work together with the production manager to work out the budget for the production department and vice versa. Or let the development manager participate with the personnel department in the appointment of a manager to the sales department. In this way mutual respect and responsibility is created - and perhaps good chemistry between the participants.

Power Basis

Position, openness and patience seem to be the most important

Frames of Reference

Although not being as optimistic as Adizes Katzenbach and Smith have hopes, however small that it is possible to create teams within the hierarchy and at the top.

Contexts

Although – or because? - the three contributions are American, their way of thinking has had a lot of impact in the Denmark. But it shows more as intentions than changed behaviour.

In my research and consultancy projects I have witnessed many efforts to create the linking pin role, but mostly in vain, because managers do not really see the benefits of it (Andersen& Ry Nielsen 1997, Ry Nielsen 2002))

The Adizes role set has been admired and implemented, but it often turns out that the daily life of the management group produces other roles such as the manager with no opinions; he is the imitator of the person in power At the other end of the spectre we find the the grumbler who is dissatisfied

with everything. Andersen & Ry Nielsen further argues that the role of the devil's advocate and the role of the court jester are too sparsely represented.

They and others also find that department interests are dominating over holistic views.

Ry Nielsen (1993b) also found that the group was not aware that the goals of the organisation are different from those of the group, which has to define a common goal for the group itself

A broad team concept is widely accepted, but teams mostly functions as group in spite of all intentions. Many management groups seem to underestimate the time and concrete efforts it takes to install and maintain a management team (Ry Nielsen 1993b, Ry Nielsen & Kamp 2000, Ry Nielsen & Ry 2004)

Finally I agree with Katzenbach & Smith, when they say that

- There is a tendency for the functional role of the members and their position in the hierarchy to define their role in the group. The marketing manager thinks primarily along marketing lines. This is where he feels responsibility, where he is rewarded or punished. This is where he uses his time. This is why mutual responsibility is difficult.
- Too much time is spent. If the group is to do real work, it takes time, and it is difficult to see or measure the effects
 - The groups' effectiveness is not only dependent on communication and openness. These two aspects are important, but without common products and mutual responsibility it is not a team

Influence Attempts 4: Project Groups

Ry Nielsen & RY (2003): Project Management and Organizational Change

The Theory

Ry Nielsen & Ry (2003) take as point of departure that project management is a multifaceted phenomenon. Building on decision-making theory the authors see the following models for the project manager:

- Rational models – goals, planning and milestones are in focus
- Political models – conflicts of interests are in play
- Anarchic models – goals play no significant role – energy, timing, creating opportunities for action, small scale changes are in focus
- Participation models – getting commitment by broad participation

Following Buchanan and Boddy (1992) the authors also make a distinction between on stage activities and back stage activities

Influencing Strategy

The different models of project management clearly demand different influence strategies from the project manager.

The rational model implies that the project manager must demonstrate professional expertise in relation to the content as well as project planning and control.

The political model implies that the project manager must have political flair, the right connections and persuasion skill. As political processes may take place both on stage and back stage, the project manager must master both scenes.

The anarchic models imply that the project manager must be able to handle uncertainty, see and make use of opportunities when they arise and be pragmatic in the sense that he prefers here-and-know small results to uncertain future prospects.

The participation approach implies that the project manager must be able to function as a process consultant (Schein 1988). He must be able to conduct back stage activities in an ethical and not cynical manner.(Buchanan & Boddy 1992)

The authors also quote Christensen and Kreiner(1991) for their advice to the project manager (ibid:p. 97 105)

Figure 9: Ten heretic advice on project management in an imperfect world ^{xiv}

1. Establish your project in a vision that at the same time is specific and can hold many possible solutions
2. Do not assault the perspectives on reality held by the participants by authorizing a common reality for the project
3. Adjust the project goal to the situation – all the time
4. Use the project plans strategically – to take bearing of the project achievements
5. Make unreasonable demands, insist and be fair in fixing the penalty
6. Be present but not available
7. Do not fear chaos. Only then is management and coordination meaningful.
8. Share the success of the project with the participants. You are likely to be dependant on each other later.
9. Define the boarders of the project according to the situation.
- 10.You always have the responsibility for – rarely the power to.....

Power Basis

Kanter's three power bases here come neatly into play. The more information, support, and resources the easier it is to apply the different strategies. But it is often difficult to foresee which strategy to apply. Analytical skills combined with political flair therefore seem to be necessary power resources. No one is omnipotent, however and many project managers experience failures.

Frames of Reference

As shown above many modes of thinking can be at play. Especially the distinction between on stage and back stage activities may seem appalling, as back stage activities involve manipulation, use of direct power.

Contexts

Buchanan and Boddy (1992) also have distinctions about the size of change (radical or incremental) and the nature of the organizational activities being affected (core versus peripheral).

It is obvious that the more radical and concerning core activities the more political and difficult the role of the project manager. This would imply that the project manager is taken from the higher echelons of the hierarchy or should be close to top management.

Influence Attempts 5: The Environment

The environment can of course be defined in many ways. I have chosen to look at politicians as a very relevant part of any public sector and trade union manager's working environment.

The debate in Denmark has at times been very hefty, because we had a Minister of Justice who issued – what turned out to be – illegal orders, without the top executives in the Ministry of Justice objecting or crying out.

But also in the daily life of these organizations the topic is often discussed, and many researchers have been and are interested in the topic, because it refers to fundamental issues in our democracy. And we have all seen “Yes, Minister” as the very amusing caricature of the relationship. As my point of departure I have chosen from a booklet on the subject. (Christensen et al 1997)

Jens Peter Christensen: The Interaction between Politicians and Civil Servants^{xv} (Christensen 1997)

The Theory

Christensen sees three different roles that the civil servant can play (ibid:17-25):

- Jeronimus – the classical bureaucrat^{xvi}
- Politicus – giving political advice
- Merkantilius – thinking in management and market terms

The closer you get to the politician the more the demand for political advice, but still keeping a distance. The top executive is appointed, not elected. Therefore he ideally is a non-partisan adviser. At the same time he must make sure that the administration is carried out according to the legislation, and cry out when that is not the case. It is not always that easy, because grey zones do exist.

With new public management ideas the role of the public official gets more of a managerial touch. It has become common to look at institutions as enterprises in competition with other institutions (Pedersen 2004). Or they are subjected to function under a contract with city hall - schools or a ministry - universities.

Influence Strategy

First, I would like to refer the reader to figure 6, which contains advice on how to influence persons in power.

Second, I would like to go back to the ideas of an ethical codex for top executives, discussed in the Forum for Top Executives, cf. the paragraph on Contexts.

If the top executives stand together they are very powerful and can get their points of view implemented. Any ethical codex will of course make demands on the top executives, but it can also be seen as a protection device.

Third, the same goes for any contract: demands and protection go hand in hand.

Power Bases

If the top executives are able to stick together and show solidarity that would represent a new era in the thinking and doings of public sector top managers and a fantastic power basis. Only future will show. The most probable result, however is that the managers can only agree upon issues, which will not have many behavioural consequences, because they at the end of the day turn out to have very different interests.

Frames of Reference

There is a belief in participation and dialogue, and most interestingly an interest in research conducted by Danes and foreigners as well.

Contexts

I should to give some examples to show once again the complexity of the relation.

In one local government the mayor is very powerful, and he uses his power to put himself in charge of everything. He chairs the meetings in the top management group, he participates actively in the hiring of all senior managers, he sits in on all political committee meetings. He has of course no natural successor in his own party groups. He is what we in Denmark used to call a city king.

In another local government they also have a strong mayor, but he uses his top executive as liaison officer to the administration and his party group members in relation to the committees.

In the first the top executive remains powerless, and is often seen as his master's voice, whereas in the other the top executive is seen as very powerful. My research in a trade union with such a powerful top executive also showed that his power increased over time, because everybody knew that he was the key to solutions of problems. As a consequence he also turned out to a bottleneck in the organization (Ry Nielsen 2002)

Influence Attempts 6: Everybody

In this paragraph I have selected a contribution that is close to the tradition of my department at CBS, building on the Cyert ,March, Olsen and Simon path on decision making

Cohen & March (1974): Leadership and Ambiguity. The American College President

The Theory

In their analysis of the American college president Cohen and March coin the phrase “organized anarchies” to describe organizations where decision- making situations are best analysed by means of the “garbage can model” (Cohen, March & Olsen, 1972; March, 1995).

The garbage can model sees organizations as having no clear goals or at least problematic goals, furthermore the technology is unclear, and participants show only a part time interest in specific issues (Cohen & March: p3). In the organized anarchy the garbage can is a choice opportunity where participants can throw problems and solutions. (ibid:p.81) The garbage can model consists of four streams running through the organization: problems, solutions, participants (energy), and choice opportunities (ibid:p.82) The outcome of the processes can be, that a given problem is solved, but not always. The problem may “move” to another garbage can or given a superficial treatment and be seen as solved. And consequently it is withdrawn from the scene.

Cohen and March make an excellent analysis of the American college president in may dimensions. I will only look at their chapter on leadership in organized anarchies (ch.9)

In the chapter the authors present some ideas that fit my notion of influence strategy.

Influence Strategy

Figure10: 8 Basic Rules when Seeking Influence (ibid: 207 ff)

Rule 1: Spend time.

Energy and time are often a scarce resource, so by spending time you lay the claim for influence. Your time spent on homework also gives an information advantage and the possibilities of being present in important decision situations.

Rule 2: Persist

It is a mistake to believe that a rejected proposal today will also be rejected tomorrow. Circumstances do often change in an unpredictable way. The loser who pops up again and again in different contexts is frequently rewarded

Rule 3: Exchange status for substance

Because of the “esteem trap” this is difficult for many managers, but often worthwhile

Rule 4: Facilitate opposition participants

This will reduce resistance, but also keep the aspirations of the opposition closer to reality

Rule 5: Overload the system

If you have many proposals, and you do not have absolute commitment to any of them, you may lose any of them, but will also succeed with others.

Rule 6: Provide garbage cans

By creating new garbage cans . e.g. the almost always accepted discussion on grand plans or by making an agenda that will take the setam off the bottle before your proposal is discussed you can manage your own proposal more smoothly through the stormy waters.

Rule 7: Manage unobtrusively

Use interventions that affect many parts of the system slightly rather than a few parts more seriously

Rule 8: Interpret history

In organized anarchies and other organizations there is a strong belief in the relevance of history as a basis for current action.

Power Basis

The higher in any hierarchy the easier it will be to apply the strategy. But persons who make agendas for meetings, who are patient and good at timing will do well. Persons who regard fesusals as provisional and not as personal defeats will also better; coalition builders and networkers,too.

Frames of Reference

There is a strong belief in participation (Gustafsen 1991), but not in the collective sense (Ry Nielsen 1971). I would rather talk of selective participation, where those interested can find the best garbage and combine their pre-conceived solutions with problems now being defined (Bøje Larsen & Ry Nielsen).

Contexts

The development of the garbage can model represents the start of a long lasting relationship between Scandinavian universities and business schools an University of Stanford in California. It has also shown that educational institutions may have more in common across borders than with other national institutions.

The ability of a given leader/manager to follow the advice is undoubtedly dependent on the kind of organization. For instance would my prejudice be that they easier to follow successfully at CBS than the corresponding business school in Århus, Jutland.

Finally the president will find them easier to follow than the deans and again the department heads.

Summing up: The Focal Person

In this paragraph I will leave my usual analytical scheme and more freely address the manager as the focal person. The paragraph will also serve the function of being the summing up of the previous paragraphs.

As McCall and Kaplan (McCall & Kaplan 1991) have pointed out the manager is exposed to a lot of impulses containing both problems and opportunities. Not all of these come to the consciousness of the manager, some do however, but he does not necessarily reacts on them. His reaction may be quick or convoluted action (ibid:p.XXII, Ry Nielsen & Ry 2004:27)

McCall and Kaplan’s model can also be seen as model of attention. There is a fight for the manager’s attention and thereby his time.

Time managing then becomes crucial for the manager(Carlson 1951, Mintzberg 1976, Ry Nielsen 1997).

As demonstrated in the previous paragraphs the manager has an enormous amount of options at hand. To prioritize then becomes the problem. But that also raises the question of the autonomy of the manager. Is he a puppet on a string or a conductor? Carlson, Mintzberg and Ry Nielsen (Ry Nielsen 1983) and many others have treated that question. I still believe that Mintzberg has given the most appropriate answer in saying that the most conductor- like- manager over time turns out to become of a puppet on a string. This is due to the fact, that the manager to day engages in many activities that will bind him tomorrow. And many of these activities cannot be predicted at the time of commitment.

But still as Rosemary Stewart points out there are always choices left, and activities can be reconsidered.

Reconsideration however demands time to be effective, and time is the scarce resource. But as Ry Nielsen (Ry Nielsen 1997) has pointed out managers would gain a lot from allocating time for reflection. The gain would not only show in a new prioritization of time and activities, but might also be a way out the loneliness of the manager by sharing the reflection with others, preferably from outside the focal organization.

Finally, looking back on all the influence strategies in this paper it is hopefully that a given manager will not be able to be effective in all relations. Rephrasing Hans Christian Andersen I would still argue that “what managers do is not always the right thing or good enough. On the other hand I also fear the omnipotent manager. Life is so unpredictable that mistakes are unavoidable. Therefore it is also necessary with someone who is able to play the role of the Devil’s advocate to make persons in power reconsider their proposals on changes.

On still another hand I would like to conclude this paper quoting the motto of “*Alcoholics Anonymous*” and reword it a little^{xvii}

**Let reflection, other people’s experiences, and theories
give me serenity
to accept what I cannot change
courage to change what I am able to
and wisdom to see the difference**

Notes:

ⁱ“ To govern is to choose”. Pierre Mèndes France was prime minister in France 1954-55

ⁱⁱ Said when Kramer Mikkelsen stepped out of office as Lord Mayor of Copenhagen, October 2004

ⁱⁱⁱ The inspiration is not from John Kotter’s breakthrough article, ”What Leaders Really Do” (Kotter 1990, 2001), but from Hans Christian Andersen’s fairy tale “What the Old man Does Is Always Right”

^{iv} The examples are taken from studies of a trade union, see e.g. J. C, Ry Nielsen, Povl Anker Andersen & Morten Ry (2002). From Activism to Social Partnership and Professionalism – an Analysis of a Danish Trade Union 1981-2002. Paper Presented at the Employment Research Unit Annual Conference. Cardiff, September 2002, www.cbs/lib.dk, and a study of Den danske Diakonissestiftelse (The Danish Deaconess Foundation). I am writing on the organisation right now in co-operation with the deputy secretary general of the foundation

^v I have to admit, however that recently the distinction has been brought into the Danish professional literature and again with the implicit assumption that leadership is finer, better, and more desirable than management, see Like Jacobsen, (2003) Management contra lederskab, *Nordisk Administrativt Tidsskrift* 2/03 Lika Jakobsen leaves “management” untranslated from

English

- ^{vi} In a Danish article I talk about the organization as a white elephant (Ry Nelsen 1994). I have found out, however that the general connotations in English are those of something bad or even disastrous.
- ^{vii} Google shows 676.000 entries on December 3, 2004 for F.W. Taylor
- ^{viii} Google offers 13.000 entries on transformation management on December, 3,2004
- ^{ix} The concept transformational leadership was originally coined by James M. Burns (1978). Burns' book on the American presidents Franklin D. Roosevelt and John Kennedy is one the classic books on leadership
- ^x A collection of Weber's work was published posthumously in 1922 (Weber 1922), but not many outside Germany did know Max Weber, until the American sociologist Talcott Parsons translated some of his work in 1947 (Weber, 1947) In Scandinavia we got an excellent selection of Weber's essay in 1971 edited by the Norwegian sociologist Egil Fivelsdal (Weber, 1971).
- ^{xi} The German word "Herrschaft" was translated to "authority". I am not quite certain that the connotations to the words are the same in two languages.
- ^{xii} A click on Google on December 2, 2004 gave 3.780.000 entries!
- ^{xiii} Likert's name gave 1800 entries, and "linking pin" 1330 entries on Google, December 3, 2004
- ^{xiv} I got the translation from Søren Christensen
- ^{xv} I include both local and central government officials in "civil servants"
- ^{xvi} Jeronimus is a common character in the comedies by the Norwegian/Danish playwright Ludvig Holberg (1684-1754)
- ^{xvii} In AA circles it is called "The Prayer for Serenity". It starts with: God give me—The "prayer" is also one of the mottos of the MPA programme at CBS

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