

**Trends and patterns in contemporary management
in smaller companies: The Danish perspective**

by

**John P. Ulhøi
Henning Madsen**

**DDL Working Paper No. 1
January 2001**



The DDL project

The Danish Management Barometer (in Danish: Det Danske Ledelsesbarometer or the DDL project) is a research project carried out in cooperation between researchers at the Aarhus School of Business and the Danish Association of Managers and Executives. The purpose is through a regular survey procedure to monitor the development within the managerial function and the way it is practiced in Danish companies and organizations. Further information can be found on:

www.ledelsesbarometer.dk (general information in Danish)

www.org.hha.dk/org/ddl (specific research information)

Abstract

This paper reports empirical findings from a recent survey of Danish managers with a special focus on managers from smaller companies. The survey has been initiated in Denmark and it is called the 'Danish Management Barometer'. The project is a joint research program between the Aarhus School of Business and the Danish Association of Managers and Executives. It is based on a structured, pre-tested questionnaire send out to 1500 pre-notified managers in Denmark aiming at establishing a data base to further monitor and identify interesting changes and patterns within a broad range of managerial and organizational issues.

Keywords: *Managerial development; Managerial practice; Managerial challenges; Survey.*

About the authors

John P. Ulhøi is a professor at Department of Organization and Management at the Aarhus School of Business. He has published numerous contributions in scientific journals and presented papers at conferences within the area of management and organization. Throughout the years he has received a number of distinctions for his research. Furthermore, he serves as an adviser for scientific and commercial organization both national and international. He can be contacted at jpu@asb.dk.

Henning Madsen is an associate professor at Department of Information Science at the Aarhus School of Business. He holds a MSc in Mathematical Economics from the University of Aarhus and a Ph.D in Business Economics from the Aarhus School of Business. His recent research has recently focused on the situation of environmental management in Danish companies in particular and in some other European countries as well on a more general scale. Another research area is related to forecasting within a business economic context with a special focus on technology forecasting. He can be contacted at hem@asb.dk.

CONTENTS

1. Introduction.....	1
2. Background.....	2
3. Methodology.....	4
4. Results.....	6
5. Discussion.....	18
6. Conclusion.....	21
7. References.....	22

Related publications

This paper is a reprint from Proceedings of the 11th Nordic Conference on Small Business Research, Aarhus, June 18-20, 2000, P. Dreisler (ed.), The Aarhus School of Business, 2000, pp 345-352.

Introduction

It has often been argued that managers are challenged by increasingly changing environments. We are presently undergoing a transition from an industrial society to a knowledge-based society. This development is driven by three forces: Firstly, increasing globalisation, leading to the growing integration of both goods, capital and labour across national and political boundaries. Secondly, a technological, and especially information-technological development, paving the way for new production processes, new organisational and collaborative arrangements, changing relations among interested partners, and even greater pressure on companies to innovate. Finally, we are witnessing a change of values, with more and more different categories of stakeholders increasingly focusing on a company's values and decision-making regarding ethical, social and environmental issues.

The result of these change-generating forces is that companies are having to develop and renew their skills and competencies in a lot of areas at once, which will undoubtedly radically change conditions for both companies and their employees. However, the fact is we do not know precisely what these changes will involve - apart from it being new and probably somewhat different from the present situation.

There has been no shortage of 'recipes' in recent years on how management and organisation development are best practised. A typical prediction is the demise of the traditional hierarchical organisational structure, to be replaced by a "flat" organisational structure. However, this often disregards important differences between companies (e.g. size, type of production, etc.), and tends to discuss the issue in strictly 'either-or' terms.

Put another way, are there significant differences in the way that smaller companies engage in organisational development activities compared with medium-sized and large enterprises? Similarly, do managers in smaller companies see their managerial role as being significantly different from their colleagues in medium-sized and large enterprises?

Another interesting question in this context is whether well-known management and leadership models are regarded as equally important in smaller companies as in medium-sized and large enterprises. And a related question: The extent to which new qualifications are expected to be equally important for managers in smaller companies as for managers in medium-sized and large enterprises

To answer these and other questions, a major survey has been initiated in Denmark - called the 'Danish Management Barometer' - as a joint research programme between the Aarhus School of Business and the Danish Association of Managers and Executives. The following sections present the theoretical background of the study. This is followed by a brief description of the methodological approach and a presentation of the key findings of the survey, with a focus on management development issues in smaller enterprises. The paper closes with a discussion of the results and their relation to similar results.

Background

This project has grown out of one or two major observations made over the past decade: It is paradoxical that while the very legitimacy of management appears to be under growing pressure, managers at various organisational levels are at the same time facing increasing changes and demands both from within (increased employee involvement and empowerment, faster turnaround cycles, increased innovation, etc.) and without (intensified competition, demand for improved quality, environmental and social performance, etc.).

Research into management seems to have proceeded along two avenues. One group of researchers focuses on what makes managers and management efficient, while another seems to be more interested in what managers actually do when they manage. In consequence, management tends to be seen as work-related or person-related. To put it differently, one conceptualisation of management behaviour focuses on autocratic and authoritative attributes such as goal emphasis (Bowers & Seashore, 1966), direction (Heller, 1969),

structure (Fleishman, 1953), understanding of human nature based on Theory X (McGregor, 1960). Another group of studies has conceptualised management behaviour in terms of people orientation (Blake & Mouton, 1964), relations orientation (Fiedler, 1967), and participation (Bass, 1976), based on Theory Y understanding of human nature (McGregor, 1960).

Studies using functions (Mahoney et al., 1965; Allen, 1981; Carroll & Gillen, 1987; Fottler, 1981) or roles (Mintzberg, 1973; Kotter, 1982; Kurke & Aldrich, 1983) to study management have typically employed functional and hierarchical levels to explain and/or track interesting differences in managerial behaviour.

The development of various hypotheses tested in management studies has involved discussions about a number of taxonomies related to functions and roles, ranging from direction, motivation, vision and design (Andrews & Field, 1998), through providers of experience, competence and external perspective (O'Neal & Thomas, 1996), and providers of emotion, integrity, duality, capacity for handling uncertainty, ability to balance tensions (Gregersen & Black, 1998), to clarifying, inspiring, supporting and team-building (Yukl, 1989).

Despite this, even recent research (Harrington, 1998; Ulhøi et al., 1999) has pointed out that the majority of operational managers are uncertain of their role and status, and that research into management tends to focus myopically on top management, regardless of generic theoretical preference, i.e. ranging from agency theory (Jensen & Meckling, 1976), through strategic management theory (Hambrick & Manson, 1984), to visionary management theory (Westley & Mintzberg, 1988).

Considering that every manager moving up the managerial ladder is required to be engaged in different tasks (Kraut et al., 1989; Pavett & Lau, 1983), it was decided to adopt a very broad approach in order to understand what is actually going on in management today at various organisational levels and across industries and firms in a single country.

Methodology

The theoretical discussion in the previous section contains the essence of the initial research, which constituted the first step of the project. Obviously, it is based on an extensive literature survey, including a search for information on similar projects in the professional literature, professional magazines, and reports from organisations and consultancies. This initial research justified the intentions behind 'The Danish Management Barometer', general impression from the literature survey being that previous research either focused on specific managerial functions or specific managerial levels. A more general focus was found in only a few examples, e.g. AMA (1998) or UMIST & IM (1998).

The conclusion of the literature survey, combined with the experience of the research group, led to the formulation of a number of propositions, each addressing a key area, which was used to construct the survey instrument: managerial challenges, managerial hierarchy, management process, management style, management legitimacy, management job, management tasks, management roles, management tools, managerial capabilities and qualifications, manager evaluation and success criteria, management training, managerial careers, managers' working environment, management satisfaction.

Since there was no prior knowledge of the situation in Denmark, it was decided to use a postal-structured questionnaire to explore the general managerial situation of managers in Denmark. To test the results and further strengthen the foundation, a number of focus group interviews were carried out. The focus groups were established to reflect both a certain geographical distribution and to represent various managerial levels.

The next step was to develop the structured questionnaire, covering all stated propositions and the relevant background information of the respondent. Before the actual survey, a pilot test of the planned survey strategy and questionnaire was carried out among a number of selected respondents, who had agreed to evaluate the entire

process. Based on these comments, a final version of the questionnaire was then developed.

The survey proper was carried out as follows: First, the respondents were sampled, the sample size being fixed at 1500 managers from private and public organisations with 10 or more employees. Since there is no single database of managers in Denmark, it was necessary to use a variety of sources. These included paper-based or electronic directories of Danish companies and public organisations which contain the names of especially top and middle managers are mentioned, as well as an electronic database with information on operational managers. The number of respondents at each managerial level was determined according to the size of the workforce of the company concerned. Experience has shown that the number of top, middle and operational managers in a company is approximately proportional to the number of employees. The geographical distribution of the workforce was used to determine the sample size in each county. Thus, the sampling procedure can be characterised as modified stratified. The next step involved the pre-notification of the sampled respondents by telephone. This was partly for practical reasons - to confirm the mail address - but more to commit the respondent to receive, complete, and return the questionnaire. This, together with a reminder procedure (reminders were sent if the questionnaire had not been received after two weeks), resulted in a response rate of approximately 65%. Compared with traditional response rates in blind surveys (20-30%), this is a very acceptable result. Furthermore, no significant differences can be found between respondents and non-respondents.

When all the data had been entered, the collected information was analysed using a variety of statistical methods, including frequency tabulations, factor analysis, and profile analysis. However, the results presented in the following section are only based on various frequency tabulations for respondents from the private sector. The main focus will be on comparing the situation and attitudes of managers in smaller companies with those of their colleagues in medium-sized or large enterprises.

Results

The findings of the Danish Management Barometer presented in this paper will focus on major differences in attitudes and conditions between smaller companies and medium-sized and large enterprises. In this context, it is important to be aware of the definition of a small, a medium-sized and a large company used here. The definition used in this paper follows that of Statistics Denmark: a small company has up to 49 employees, a medium-sized 50-199 employees, and a large enterprise 200 or more employees.

The companies in the survey can be characterised by a number of factors. Thus, the survey included private as well as public companies and institutions. However, this paper will only focus on private companies, which constituted 60% of the returned questionnaires. Since this figure is close to the proportion of the entire workforce in Denmark employed in the private sector, the sample results are judged to reflect the situation in the private sector quite well. 46% of the private-sector managers who returned a completed questionnaire came from smaller companies. This percentage is also almost the same as the proportion of the workforce employed in smaller companies. The remaining 54% of responding managers are split equally between medium-sized and large enterprises.

Most of the larger and medium-sized enterprises are manufacturing companies. However, a substantial number of the medium-sized companies are from the finance and service industry, which is also where the majority of smaller companies are found (34%). Other major industries represented by smaller companies are manufacturing (21%), trade and hotels (16%), and building and construction (14%).

The results of the survey can also be used to characterise managers in smaller private companies in Denmark. In general, managers in the private sector are mostly men (89%). This general result is more or less the same for companies grouped by number of employees. However, less than 10% of the managerial staff in smaller companies are female, whereas they represent around 13% of the managerial

staff in medium-sized and large enterprises. So the tendency is for smaller companies to have fewer female managers.

Another interesting difference between the managerial situation in smaller companies compared with medium-sized and large enterprises is in managers' educational background. A majority of managers - nearly half - in all three types of companies have at most a skilled educational background. But there is a notable difference at bachelor or master's level. In general, 39% of managers in private companies have a bachelor degree level and 13% a master's degree. In smaller companies, however, only 36% have a bachelor background, compared with 16% with a master's background. One possible explanation is the entrepreneurial spirit among educated Danes, which seems to be more in evidence the higher the educational qualification.

Another characteristic of managers in smaller companies is that they work 47 hours a week on average, which is 3 hours more than their colleagues in medium-sized and large enterprises. Furthermore, they have been in their present job approximately as long as their colleagues in medium-sized companies (10 years), which is 4 years longer than their colleagues in large enterprises. The managerial workforce in SMEs thus seems to be more stable than in LEs. On the other hand, they usually have fewer career options within their company. Finally, managers in smaller companies generally have responsibility for fewer employees (15) than their colleagues in medium-sized and large enterprises (21 and 27 respectively).

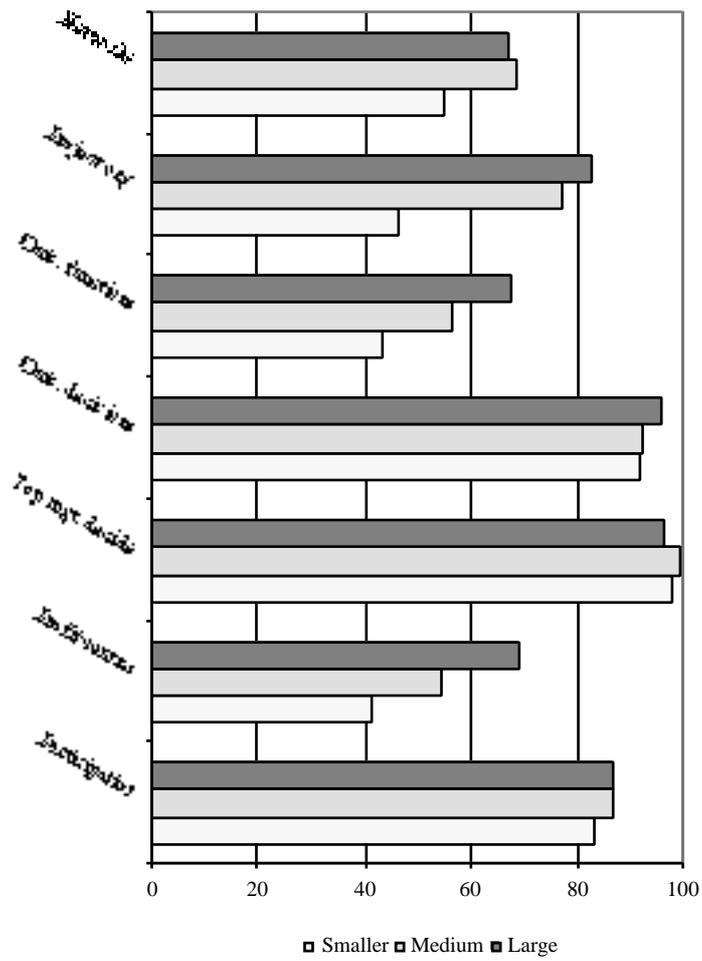
There is a slight tendency for managers in smaller companies to have more difficulty in separating working time from leisure time than their colleagues in medium-sized and large enterprises (12% in small companies, compared with about 9% in medium-sized and large enterprises). More than their colleagues in medium-sized and large enterprises, managers in smaller companies tend to think that they are on call to their companies 24 hours a day (40% and 32% of managers respectively).

However, the further interpretation of these observations requires information about the relative degree of private ownership among

managers, since manager-owners are generally more inclined to work long hours and generally more satisfied. Being in full control of the business makes up for any difference in income.

Turning to the companies themselves, one area where structural differences can be observed between smaller companies and (especially) large enterprises is organisational conditions and recent organisational development. As regards the former, managers from smaller companies generally report fewer independent profit centres and make less use of project organisations. Similarly, functions or tasks are outsourced to a lesser degree in smaller companies than in medium-sized and especially large enterprises, and they do not join many networks with external stakeholders. While the first three areas can be expected, it is somewhat surprising to find that networks are not given greater importance. (See figure 1 below.)

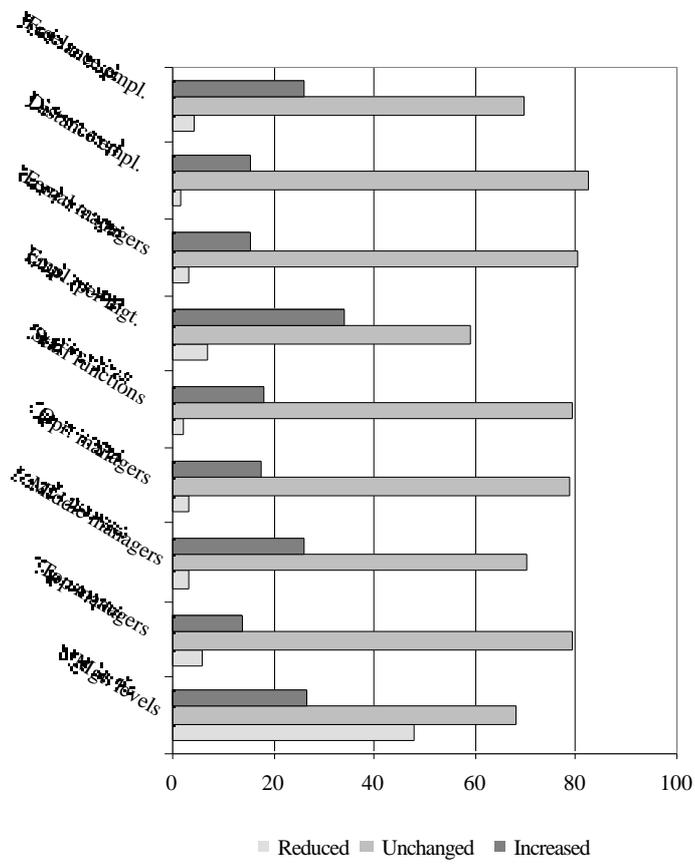
Figure 1. Organizational conditions in the responding companies.



On the other hand, as figure 1 indicates, there is more similarity between the different groups of companies as regards employee participation in the decision process and the outsourcing of daily managerial competency. But it is also clear that strategic decisions are made solely by top management. However, it should be noted that the general trend in the seven topics mentioned is more or less identical. The observed differences are merely a question of level.

With regard to organisational development during the last three years, this seems to have been relatively stable for smaller companies. Reductions have been very seldom, and the most notable - accounting for 6-7% of the responses - have occurred in the number of employees per manager and the number of top managers. The number of increases is more visible, mainly in the number of employees per manager, reported by 34% of the respondents, and to a lesser extent in the number of managerial levels, middle managers, and freelance employees, reported by 26% of the respondents. A more moderate increase can be found in the number of staff functions (18%), operational managers (17%), female managers and distance employees (both 16%), and top managers (14%). As can be seen, the number of employees per manager is where the most drastic organisational development has taken place - in relation to reductions as well as increases. Since both the number of employees per manager and the number of managers - especially middle managers - have increased, it seems obvious to conclude that the number of employees in general has increased in smaller Danish companies in the private sector. This is shown in figure 2.

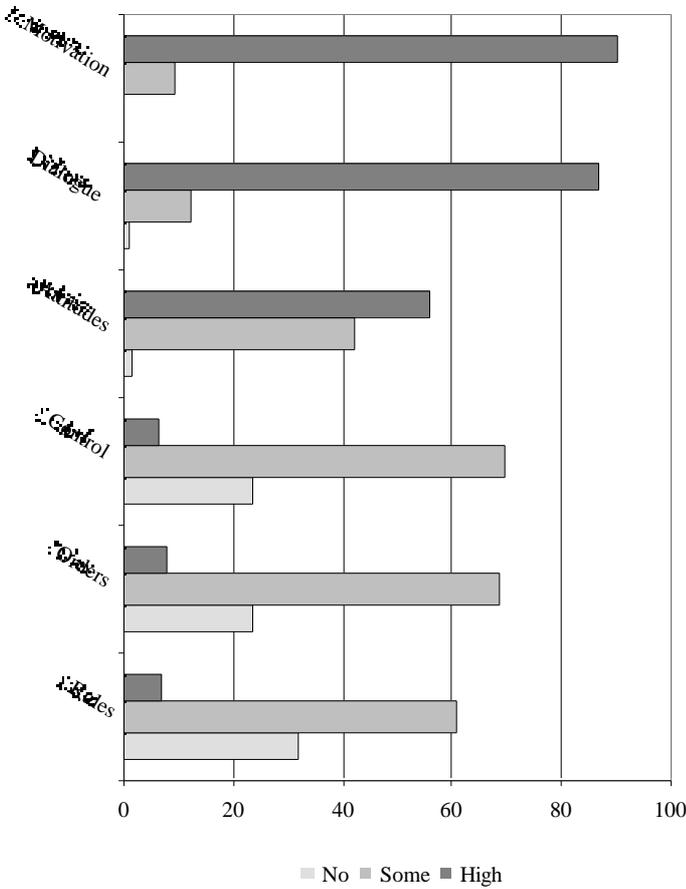
Figure 2. Organizational development during the last three years in smaller companies.



Although the directions of development seem to be identical, the generally stable organisational development in the smaller companies stands in contrast to that of medium-sized and especially large enterprises. In the latter, there has been a higher degree of either expansion or reduction in all nine situations in figure 2. In large enterprises in particular, the reduction in middle and operational managers, as well as managerial levels, is significant - 32%, 22%, and 26% respectively, compared with 3-5% in smaller companies and 8-11% in medium-sized companies. On the other hand, the rate of increases in these areas is almost the same as in smaller companies. Thus, the larger volatility in large enterprises seems to indicate a higher degree of restructuring in these companies than in smaller companies.

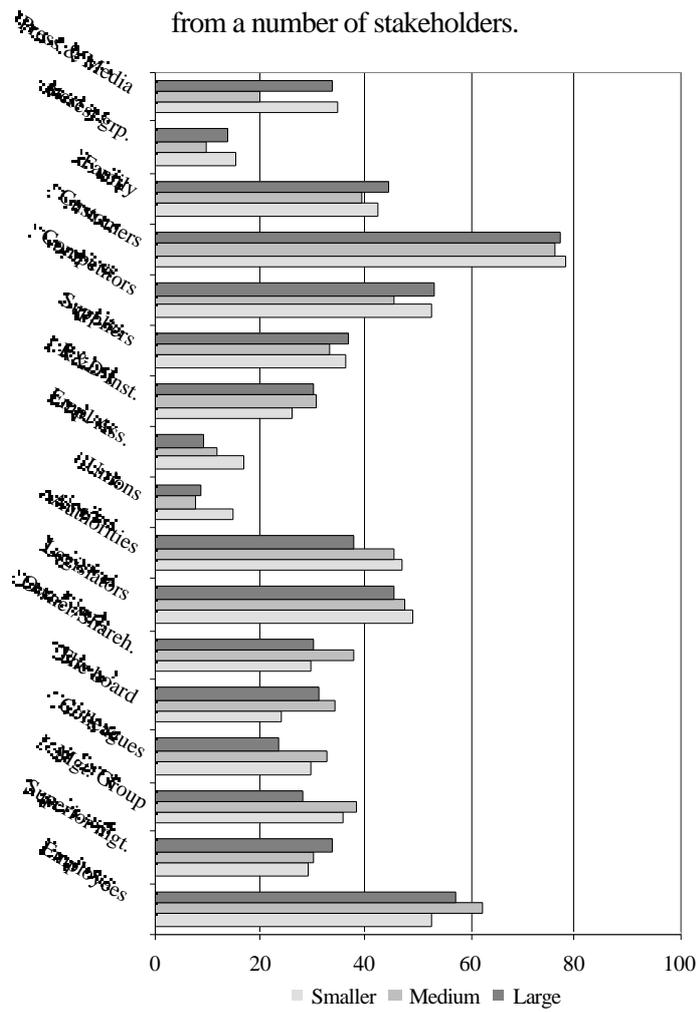
Managerial practice seems generally to have changed from a dictatorial to a more dialogue-based approach. This is true in smaller companies as well (see figure 3). Thus, 25-30% of managers eschew management by rules, orders and control, though the majority (40-45%) does not want to rule out these managerial tools entirely. On the other hand, dialogue-based and motivational approaches are favoured to a high degree by most of the managers (approximately 87%). Opinions are more divided in the case of management by attitudes. The majority is in favour (56%), but a relatively large group is avoiding this approach (42%). There is a generally positive attitude to "softer" managerial approaches in all the companies in the survey. However, large enterprises, and especially medium-sized companies, do not want to exclude the "harder" approaches to the same degree as smaller companies. Thus, while approximately 25% of managers in large enterprises eschew the "harder" approaches, only about 20% of managers in the medium-sized enterprises do so.

Figure 3. Support for various managerial approaches in smaller companies.



The influence of various stakeholders is generally expected to remain unchanged, or to increase, within the next three years. The majority of managers in smaller companies (88% of respondents) expect customers to be the stakeholder whose influence increases the most in the near future. But approximately half of the respondents in smaller companies also expect stakeholders such as employees, competitors, legislators and the authorities to exercise an increasing influence in the future. Obviously, this increasing influence is expected to come from a mix of primary and secondary stakeholders. A moderate number of respondents (10-20%) expect reduced influence from unions, interest groups, employer associations and superior managers. However, about two thirds of the respondents expect the influence of most stakeholders to remain more or less unchanged in the coming three years. This group includes superior managers, management as a whole, colleagues, the board, owners and investors, unions, employer associations, research institutions, suppliers, the family, as well as the press and other media. Compared with medium-sized and large enterprises, the expectation of managers in smaller companies is somewhat different. They expect an increased influence from legislators, the authorities, unions, employer associations, customers, interest groups, and the press and other media (see figure 4). Except for customers, these stakeholders all represent what can be called organisational stakeholders.

Figure 4. Assessment of an increasing influence from a number of stakeholders.



With regard to managerial tools, there is a remarkable difference between managers in smaller companies and their colleagues in medium-sized and large enterprises. Thus, managers in smaller companies more frequently report excessive use of such managerial tools as company plans, accountancy, customer surveys, environmental management, and image and branding (see table 1). On the other hand, they report a more limited use of such tools as activity-based costing, supply chain management, business process re-engineering, benchmarking, human resource management, quality management systems, management information systems, and employee development interviews (see table 1).

Table 1. *Use of various managerial tools (percentage).*

Managerial tool	Type of company		
	Small	Medium-sized	Large
<i>Frequently used</i>			
Company plans	38.4	32.2	27.3
Accountancy	37.1	25.9	28.8
Customer surveys	20.6	14.8	6.9
Environmental management	14.4	5.2	6.7
Image & branding	11.1	7.5	5.4
<i>Not used</i>			
Activity-based costing	93.0	81.8	72.7
Supply chain management	83.1	77.1	43.9
Business process re-engineering	80.4	69.4	58.1
Benchmarking	68.8	53.3	37.3
Human resource management	56.3	38.4	43.7
Quality management	47.2	37.1	19.0
Management information systems	33.6	18.6	22.1
Employee development interviews	24.0	12.7	13.8

This probably reflects the fact that managers in smaller companies have a more all-round approach to their daily job function compared with managers in medium-sized and (especially) large enterprises. Managers in the latter group will often have a more specialised function.

Another difference between managers in smaller companies and managers in medium-sized and large enterprises is the importance attached to various qualifications in relation to the job function. More than their colleagues in medium-sized and large enterprises, managers in smaller companies expect that qualifications like being resolute and able to act, customer-orientation, economic insight, professional and technical competence, and self-confidence will have an increasing importance in the near future (see table 2). On the other hand, they, more than their colleagues, expect that international experience and an understanding of other cultures will have decreasing importance (see table 2). Finally, compared with the other groups, more managers in smaller companies expect that qualifications such as frankness, a holistic point of view, and knowledge of foreign languages will have unchanged importance in the years to come.

In general, managers are satisfied with their job. This is true in smaller companies as well. But the number of managers who are not satisfied is slightly larger in smaller companies than in medium-sized and large enterprises - 21% compared with approximately 18%. Despite this, managers in smaller companies are less interested in changing position than their colleagues in medium-sized and large enterprises. The only exception is remarkable: 41% of managers in smaller companies would consider continuing their career as a self-employed person, compared with only about 12% of managers in medium-sized and large enterprises.

Table 2. Assessment of the importance of various qualifications in relation to managerial functions (percentage).

Qualification	Type of company		
	Small	Medium-sized	Large
<i>Increasing importance</i>			
Being resolute and able to act	74.3	69.0	63.8
Customer orientation	71.6	63.2	51.3
Economic insight	62.2	54.5	48.7
Professional & technical competence	58.0	48.3	50.6
Self-confidence	55.3	53.1	52.0
<i>Decreasing importance</i>			
International experience	10.5	5.6	4.7
Understanding of other cultures	10.2	2.1	4.7

Discussion

The conclusion of this study is that there tends to be a higher percentage of managers with a master's degree in smaller companies than in medium-sized and large enterprises, suggesting that the entrepreneurial spirit among well-educated Danes is becoming more established. On the other hand, this is also surprising as it is often argued that it is harder to use advanced skills and methods in smaller companies (compared with large enterprises) because they are often far less complicated. However, longitudinal data as well as some semi-structured qualitative data are required to confirm this.

It is further concluded that the dialogue-based management style seems to have had a strong impact on contemporary management in smaller companies. And contrary to medium-sized and large enterprises, managers in smaller companies seem more willing to eschew harder management styles such as 'management by rules'.

Unfortunately, the literature review failed to unearth similar studies explicitly focusing on small enterprises. The discussion below is thus limited by the fact that it includes other studies which do not differentiate between small, medium-sized and large enterprises.

The general results of the survey also suggest that Danish managers tend to perceive management as characterised by increasing tasks and challenges (DDL, 2000). A comparable observation was found in similar studies both in England (UMIST & IM, 1998) and the USA (Saratoga, 1998). However, this does not seem to affect the general satisfaction of Danish managers. On the contrary, they seem to be very satisfied, despite their generally more 'loaded' working environment. Almost the same results were documented in other recent studies (AFF, 1999; Lederne i Norge, 1999). In other words, stress and pressure do not seem to conflict with job satisfaction among managers.

To further understand this interesting observation, it has to be seen in the light of commitment. Again, other recent studies indicate that managers in general are highly committed to their work (Gemini, 1999). Both in theory and practice, observers often call for a better balance between work and leisure. Studies have shown that managers increasingly experience that this balance is biased against their private life (Gemini, 1999). In the Danish study, however, there is no indication that the problem is so serious.

When examining key managerial challenges at closer range, Danish managers tend to regard quality and 'bottom line' control as the most important challenges (DDL, 2000). The latter is also documented in another recent study (AMA, 1998), whereas the former has been observed in other recent surveys (AFF, 1999).

The past few years' increasing focus on internationalisation or globalisation has not had any major impact on Danish or Norwegian managers (AFF, 1999). This contrasts with other recent studies from abroad (AMA, 1998), which tend to stress the strategic importance of internationalisation. However, this may simply be due to the fact that the latter tends to focus exclusively on large enterprises and at the top managerial level.

Another interesting finding of this study is the growing frustration among managers just below top management regarding what is expected of them. Similar findings were found in another recent study in Norway (AFF, 1999).

It is often argued that today's career concept is more or less 'borderless', i.e. young and ambitious individuals are attracted by challenges regardless of where they are. When it comes to job mobility, Danish managers tend to be fairly mobile. Similar findings have been documented in both Sweden (Ernst & Young, 1998) and Norway (AFF, 1999). However, Norwegian managers also tend to have a high geographical mobility, unlike Danish managers, who tend to shy away from new challenges if it means travelling more than 100 kilometres from their home base.

This and another recent study (Ledernes Hovedorganisation, 1998) reveal that Danish managers are subjected to a variety of different performance measurements, including multi-dimensional criteria of assessments regarding personal as well as professional qualifications. In contrast, international studies suggest that managers are primarily assessed on unidimensional criteria such as profit margin, ROI, shareholder value, and productivity (Stevens, 1998; AMA, 1998).

The latter has been challenged by another recent study, however, which found that customer and employee satisfaction were the most important criteria when assessing managers' efficiency (Saratoga, 1998).

The hectic pace of contemporary management found in this study is in line with the results of other studies, where managers are found to use most of their time with people and less with traditional control (Kotter, 1999), and that a typical managers' average time load is well over 37 hours a week (AFF, 1999; Ernst & Young, 1999).

Conclusion

The conclusion of this survey is that there are differences in organisational development and the perception of the managerial role between smaller companies and medium-sized and large enterprises. Some of these differences are clearly related to the more all-purpose position of managers in smaller companies as opposed to their often more specialised position in medium-sized and large enterprises. However, it is notable that in smaller companies organisational development seems to take place at a slower pace than in medium-sized and (especially) large enterprises. This could indicate that in some way there is a higher degree of flexibility in smaller companies, since organisational development may be taking place within the existing organisational structure rather than requiring organisational restructuring.

Another interesting observation concerns the differences in managerial perceptions within the three types of companies. Thus, they not only seem to evaluate the influence of various stakeholders on the company's activities differently, but also to have different perceptions of future qualifications and the utility of various managerial approaches.

Up to now, a major aim of the research project has been to establish a database in order to identify interesting patterns in a broad range of managerial and organisational issues. However, the plan to repeat the survey at regular intervals means that it will be possible in the future to identify minor or major changes in managerial and organisational issues in Danish companies on a firmer basis. In the next survey, it will therefore also be possible to report on longitudinal developments.

References

- AFF (1999). *AFFs lederundersøkelse. Noen hovedresultater*. Oslo: Norges Handelshøjskole.
- Allen, L.A. (1981). Managerial planning: back to basics. *Management Review*, 70(4): 15-20.
- AMA (1998). *The American Management Association global survey on key business issues*. N.Y.: AMA
- Andrews, J.P. & Field, R.H.G. (1998). Regrounding the concept of leadership. *Leadership & Organization Development Journal*, 19(3): 128-37.
- Bass, (1976). A system survey research feedback for management and organizational development. *Journal of Behavioural Science*, 12: 215-29.
- Blake, R.R. & Mouton, J.S. (1964). *The managerial grid*. Huston: Gulf.
- Bowers, D.G. & Seashore, S.E. (1966). Predicting organizational effectiveness with a four-factor theory of leadership. *Administrative Science Quarterly*, 11: 238-63.
- Carroll, S.J. & Gillen, D.J. (1987). Are the classical management functions useful in describing managerial work? *Academy of Management Review*, 12(1): 38-51.
- DDL (2000). *The Danish Management Barometer 2000 – main report* (in Danish). Copenhagen: The Danish Association of Managers and Executives.
- Ernst & Young (1999). *Att skapa den konkurrenskraftiga organisation – vad förväntas av framtidens ledare och företag?* Ernst & Young Management Consulting.
- Fleishman, E. (1953). The description of supervisory behaviour. *Personal Psychology*, 37: 1-6
- Fiedler, F.E. (1967). *A contingency theory of leadership effectiveness*. New York.
- Fottler, M.D. (1981). Is management really generic? *Academy of Management Review*, 6(1): 1-12.
- Gemini (1999). *Meeting the challenge of effective leadership. Vital skills for the year 2000*. Stockholm: Gemini Consulting.
- Gregersen, H.B. & Black, J.S. (1998). Developing leaders for the global frontier. *Sloan Management Review*, 40(1): 21-32.
- Hambrick, D.C. & Mason, P. (1984). Upper echelons: The

- organization as a reflection of its top managers. *Academy of Management Review*, 9: 193-06.
- Harrington, H.J. (1998). A manager for the 21st century - part 1. *The TQM Magazine*, 10(6): 417-420.
- Heller, F. A. (1969). *Managerial decision making*. London: Tavistock Institute.
- Jensen, M.C. & Meckling, W.H. (1976). Theory of the firm: Managerial behavior, agency costs and ownership structure. *Journal of Financial Economics*, 3: 305-360
- Kotter, J.P. (1982). What effective general managers really do. *Harvard Business Review*, 60(6): 156-67.
- Kraut, A.I., Pedigo, P.R., McKenna, D.D. & Dunette, M.D. (1989). The role of the manager: What's really important in different management jobs. *The Academy of Management Executive*, 3(4): 286-93.
- Kurke, L.B. & Aldrich, H.E. (1983). Mintzberg was right! A replication and extension of the nature of managerial work. *Management Science*, 29(8): 975-84.
- Lederne i Norge (1999). *Lederundersøkelsen*. Oslo: Lederne i Norge.
- Mahoney, T.A., Jerdee, T.H. & Carroll, S.J. (1965). The job(s) of management. *Industrial Relations*, 4(2): 97-110
- McGregor, D. (1960). *The human side of enterprise*. New York: McGraw-Hill.
- Mintzberg, H. (1973). *The nature of managerial work*. New York: Harper & Row.
- O'Neal, D. & Thomas, H. (1996). Developing the strategic board. *Long Range Planning*, 29(3): 314-27.
- Pavett, C.M. & Lau, A.W. (1983). Managerial work: The influence of hierarchical level and functional speciality. *Academy of Management Journal*, 26(1): 170-77.
- Saratoga Institute (1998). *Leadership development: programs and practices, future directions, examples and models*. California: Saratoga Institute.
- Stevens, T (1998). Chief among us. *Industry Week*, Nov. 16, 1998.
- Ulhøi, J. P., Madsen, Kjær, M. (1999). *Training in Environmental Management - Industry and Sustainability*. Luxembourg: Office for Official Publications of the European Communities.
- UMIST & The Institute of Management (1998). *The quality of*

working life. The 1998 survey of managers' changing experiences. London & Manchester: UMIST & The Institute of Management.

- Westley, F.R. & Mintzberg, H. (1988). Profiles of strategic vision. Levesque and Iacocca. In: J.A. Conger & R.N. Kanungo, eds., *Charismatic leadership: The elusive factor in organizations*. San Francisco, CA: Jossey-Bass, pp. 161-12.
- Yukl, G.A. (1981/89). *Leadership in organizations*. Englewood Cliffs, N.J.: Prentice Hall.

Previous publications from the Danish Management Barometer

- DDL (2000), *Det Danske Ledelsesbarometer: Dansk ledelse anno 2000 – Statusrapport*, Handelshøjskolen i Århus & Ledernes Hovedorganisation, København.
- DDL (2000), *Det Danske Ledelsesbarometer: Dansk ledelse anno 2000 – Dokumentationsrapport*, Handelshøjskolen i Århus & Ledernes Hovedorganisation, København.
- Madsen, H. (2000), Det Danske Ledelsesbarometer afliver myter, *INFO*, **9**, no. 3, 8-10.
- Hildebrandt, S.; Madsen, H.; Ulhøi, J.P.; Hasselager, A.-C.; Jensen, S.A. (2000), Det Danske Ledelsesbarometer, *Belingske Tidende*, Kronik den 2. januar 2000.
- Hasselager, A.-C. (2000), Ny dansk undersøgelse sætter fokus på ledelse, *Uddannelse og udvikling*, januar 2000, nr. 1, 16. årgang.