

**Kaja Osnes Græsholt**

# **Perception of Leaders in a Major Sporting Event**

A Qualitative Study of the FIS Nordic Ski World Championship 2011

**Master thesis in Sport Sciences**

Department of Cultural and Social Studies  
Norwegian School of Sport Sciences, 2011



## Summary

The purpose of this master thesis was to write an article on followers' perception of their male and female leaders in a major sporting event. The layout for this thesis is therefore untraditional as it is divided into two different, but correlating sections. Part I is the research article. Part II is the supplementary theory and method used in this thesis.

The overall goal for the article was to gain better understanding of leadership in a major sport event organization. Inspired by Yukl's (2008) multiple-linkage model, this study focused on how followers perceived their male and female leaders in accordance to masculine and feminine leadership traits. The research question for the article was:

*How do followers in Oslo2011 perceive their male and female leaders, and what conceptual variables affect their perceptions?*

According to Parent, Olver, and Séguin (2009) the multiple-linkage model is the leadership theory that review most aspects of sport event leadership compared to other leadership theories. For this reason, three different categories of variables from the multiple-linkage model were used as a conceptual framework in this study: leader behaviour, intervening variables, and situational variables. Masculinity and femininity were used as interpretative tools to describe perceptions of male and female leader behaviour in Oslo2011.

The study was carried out as a qualitative case study of the FIS Nordic World Ski Championship 2011. Thirteen employees in the event organization (Oslo2011) were interviewed and asked question about their leaders and different aspects within the organization. In addition, five meetings with the same employees were observed in order to gain additional information and reduce possible bias.

Findings show that followers in Oslo2011 perceived their male and female leaders as both masculine and feminine regardless of the leaders' sex. Leader behaviour was influenced by situational variables such as the culture in the organization and in society at large, the egalitarian ideology within this culture, and the organizational structure. In this way, leader behaviour and a variety of situational variables made the biggest impact on how followers perceived their male and female leaders.



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## **Preface**

It is now only days before I submit my master thesis, and the feeling of relief is starting to affect me as I write these words. Writing this master thesis has not been an easy task, and it is not something I have done alone. Several people have contributed throughout this process, and I am grateful for all the support.

First, I would like to offer a special thanks to my supervisors Berit Skirstad and Thor Christian Bjørnstad. You have been of great help, and always patient when I came knocking on your doors. Thank you for all the constructive feedback and the multiple times you have read through my drafts. Without you, this master thesis would not have been a finished product.

The cooperation with employees in Oslo2011 has been of special importance to complete this thesis. I would like to thank the whole organization for letting me participate in meetings and observe your day-to-day activities during data collection. To those employees who were participants in this study, thank you for your time, and for sharing your opinions and thoughts about the organization and your leaders.

Finally, I want to thank my mum and dad for encouragement and support during this process. Thank you Henrik for reminding me, when frustration was prevalent, that there are other things to life than a master thesis.

Oslo, May 2011

Kaja Osnes Græsholt





**PART I:**  
**The Article**



# Perception of Leaders in a Major Sporting Event

## ABSTRACT

*The purpose of this article was primarily to gain better understanding of leadership in a major sport event organization. Inspired by Yukl's (2008) multiple-linkage model, this study focused on how followers perceived their leaders in accordance to masculine and feminine leadership traits. The study was a qualitative case study of the FIS Nordic World Ski Championship 2011, where variables from the multiple-linkage model were used as a conceptual framework. Our findings show that followers in Oslo2011 perceived their male and female leaders as both masculine and feminine regardless of the leaders' sex. Leader behaviour was influenced by situational variables such as the culture in the organization and in society at large, the egalitarian ideology within this culture, and the organizational structure. In this way, leader behaviour and a variety of situational variables made the biggest impact on how followers perceived their male and female leaders.*

## *Keywords:*

Major sporting event, perception of leaders, masculinity, and femininity.

## **1. Introduction**

Several researchers have argued that there are few women leaders in society at large (Aitchinson, 2005; Alvesson & Billing, 2009; Cotter, Hermsen, Ovadia, & Vanneman, 2001; Pai & Vaidya, 2006; Sartore & Cunningham, 2007; Storvik, 2002; Yukl, 2008). In Norway, women constitute 47 percent of the workforce, but only 31 percent of all leaders, and only 20 percent of top leaders, are women (Hirsch et al., 2010). However, female leaders in Norwegian sport organizations are more prominent compared to sport organizations in most other countries (Ottesen, Skirstad, Pfister, & Habermann, 2010). The sport event organization responsible for organizing the International Ski Federation's (FIS) Nordic World Ski Championship 2011 was an example of female leaders as prominent in sport organizations. The sport event organization will in this study be addressed as Oslo2011. The compound of males and females in the sport event organization was the reason why Oslo2011 was chosen the case for this study.

Oslo2011 had a female chief executive officer (CEO), the leader group consisted of five men and five women, and there were 26 female employees out of a total number of 40 employees (65 percent females). This compound of male and female employees was unique looking at major sporting events, which made Oslo2011 an interesting case to study.

The focus for the study was on followers' perception of their male and female leaders in a major sporting event. Leadership research in sport management has mainly focused on coaches, athletic directors, and some managers of national sport organizations, but there is a lack of research on leadership and leaders in major sporting events (Parent, Olver, & Séguin, 2009). In their research, Parent et al. (2009) did a review of eight different leadership theories with the aim to find the leadership theory that best described leadership at the upper-management level in major sporting events. Their conclusion was that Yukl's (2008) multiple-linkage model reviewed more aspects of event leadership than other leadership theories, and that the model "offered the best understanding of leadership in major sporting events" (Parent et al., 2009, p. 180). Inspired by Parent and colleagues' (2009) findings, several variables from Yukl's (2008) multiple-linkage model were used as a conceptual framework to best answer the research question in this study:

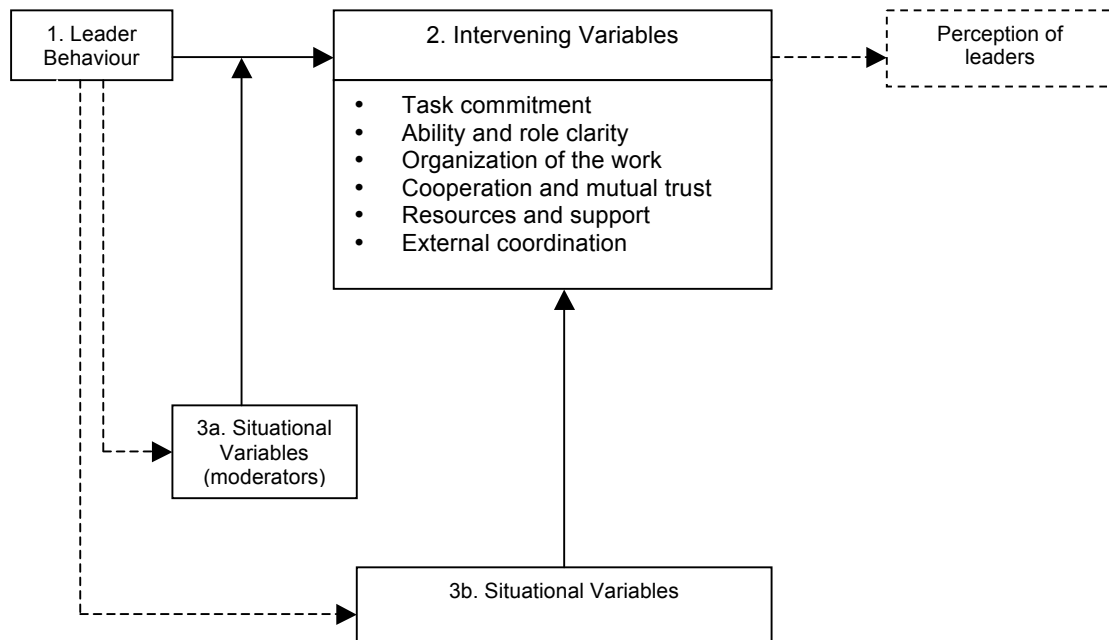
*How do followers in Oslo2011 perceive their male and female leaders, and what conceptual variables affect their perceptions?*

Our study contributes to knowledge and understanding of leadership in a major sporting event by focusing on followers' perception of their male and female leaders.

## **2. Conceptual Framework**

According to Yukl (2008) the multiple-linkage model is one of the first contingency theories that focus on leadership at group level. The model describes how leader behaviour, intervening variables, and several situational variables affect and determine the performance of a work unit. So far no studies have empirically tested if this is the case. In their study, Parent and colleagues' (2009) focus where of which leadership theory that best described leadership in major sporting events, they did not review whether or not the multiple-linkage model was applicable for addressing a work unit's effectiveness. As mentioned earlier the multiple-linkage model is according to Parent et

al. (2009) the leadership theory that review most aspects of event leadership compared to other leadership theories. For this reason we have chosen to focus on different categories of variables within the multiple-linkage model, in order to understand if these variables also can affect followers' perception of leaders in an event organization (see figure 1). The three categories are: leader behaviour, intervening variables, and situational variables.



**Figure 1:** Casual relationships among the variables from Yukl's (2008) multiple-linkage model, which may influence perception of leaders in Oslo2011.

According to Yukl (2008) the variables interact with each other and determine a work unit's effectiveness. However, this study tried to understand if interaction among the variables also could affect followers' perception of leaders in an event organization. In this way perception of leaders may be affected by leader behaviour. Leader behaviour is in this study categorized as either masculine or feminine. Masculine and feminine leader behaviour will directly influence the intervening variables (e.g. task commitment), and indirectly influence the different situational variables. Situational variables (see table 1) can influence the intervening variables independently of anything done by the leader (Yukl, 2008), and situational variables may moderate the affect masculine and feminine leader behaviour have on the intervening variables. As Yukl (2008) did not explain the

moderating situational variables in detail, we have chosen to let these variables comprehend contextual variables within the organization Oslo2011. These contextual variables are: organizational culture, followers' perception of the ideal leader, and followers' prior experience with male and female leaders. Through the affect masculine and feminine leader behaviour, and different situational variables have on the intervening variables, intervening variables may determine followers' perception of leaders.

As one can understand from the above description, the multiple-linkage model is complex, which may have hindered the use of the model in past research (Parent et al., 2009). However, by conducting a qualitative study, we have utilised several variables within the model in order to understand leadership in a major sporting event, and to understand followers' perception of leaders. In this way, this research is one of the first studies to empirically test variables from the multiple-linkage model.

## ***2.1 Interpretation of the Three Categories of Variables***

The following paragraphs will describe how leader behaviour, the intervening variables, and the situational variables are interpreted in this study. The last section will exhibit limitations within the conceptual framework used in this study.

### **2.1.1 Masculine and Feminine Leader Behaviour**

For the purpose of this study we propose that leader behaviour can be categorized as either masculine or feminine. Traditionally men have been ascribed with masculine traits and women with feminine traits, which have made the categories vague and difficult to utilize (Alvesson & Billing, 2009). However, Alvesson & Billing (2009) claim that masculinities and femininities are valuable interpretative tools and useful concepts as “they offer an alternative to the fixation on ‘men’ and ‘women’ ” (p. 71). Within this study we aim to look at masculinities and femininities as categories that not only describe the physical sexes (male and female), but rather as concepts that can describe non-sexual phenomena. Masculinities and femininities are categories “situated within and grow from specific social, political, and historical conditions, and are influenced in part by all other social relations, including class, race, ethnicity, nationality, religion, age, and sexual identity. (...) its meaning and consequences are socially constructed” (Ely & Meyerson, 2000, p. 114). Because the two categories are

socially constructed, they descend from certain cultures and ‘places’ in history (Alvesson & Billing, 2009).

According to Hines (1992) masculinity is described as “hard, dry, impersonal, objective, explicit, outer-focused, action-oriented, analytic, dualistic, quantitative, linear, rationalist, reductionist and materialist” (p. 328). Alvesson and Billing (2009) claim that “the concept of masculinity overlaps with what Marshall (1993) views as male values or the male principle: self-assertation, separation, independence, control, competition, focused perception, rationality, analysis etc.” (p. 72-73). Femininity is described with opposite features. Hines (1992) claims that femininity is more concerned with feelings. Female values or the female principle is characterized by interdependence, cooperation, receptivity, merging, acceptance, awareness of patterns, wholes and contexts, emotional tone, personalistic perception, being, intuition, and synthesizing (Marshall, 1993). Put in other words, masculine traits are traditionally considered and described as confident, strong, independent, competitive, objective and focused, while feminine traits are traditionally considered and described as helpful, caring, supporting, emotional, developing, and empowering (Alvesson & Billing, 2009; Sartore & Cunningham, 2007; Yukl, 2008). These descriptions of masculinity and femininity will be used as interpretative tools when analyzing followers’ perception of their male and female leaders in Oslo2011.

### **2.1.2 Intervening Variables**

The intervening variables contain six different variables, which link leader behaviour to the outcome of the intervening variables (Yukl, 2008). The six intervening variables are:

1. *Task commitment.* The extent to which unit members strive to attain a high level of performance and show a high degree of personal commitment to unit task objectives.
2. *Ability and role clarity.* The extent to which unit members understand their individual job responsibilities, know what to do and have the skills to do it.
3. *Organization of the work.* The extent to which effective performance strategies are used to attain unit task objectives and the work is organized to ensure efficient utilization of personnel, equipment, and facilities.

4. *Cooperation and mutual trust.* The extent to which group members trust each other, share information and ideas, help each other, and identify with the work unit.
5. *Resources and support.* The extent to which the group has the budgetary funds, tools, equipment, supplies, personnel, and facilities needed to do the work, and necessary information or assistance from other units.
6. *External coordination.* The extent to which activities of the work unit are synchronized with the interdependent activities in other parts of the organization and other organizations (e.g. suppliers, clients, joint venture partners). (Yukl, 2008, pp. 220-21)

Each variable is essential to good leadership. Which variable that is of most importance will depend on the work group in the organization. Even though Yukl (2008) mention that the intervening variables determine work group effectiveness, we aim to review if these variables also can affect followers' perceptions of male and female leaders in a major sporting event.

### **2.1.3 Situational Variables**

In this study the situational variables are contextual and affect the outcome of the intervening variables in two different ways. They moderate the influence masculine and feminine leader behaviour has on the intervening variables, and they directly influence the intervening variables.

#### **Situational Variables as Moderators**

The context of this study determines the situational variables that moderate the affect of leader behaviour. We have chosen to focus on three situational variables as moderators for masculine and feminine leader behaviour: the organizational culture, perceptions of the ideal leader, and prior experience with male and female leaders. As Oslo2011 was situated in Norway, the organizational culture in Oslo2011 was affected by the Norwegian culture. Norway has a cultural code, where characteristics like honesty, kindness, tolerance, and democracy, etc. are admired. These characteristics are deeply embedded in the Norwegian culture together with egalitarian structures and moral values (Skarpenes, 2007). People should be treated equally regardless of religion, gender, or cultural background. The organizational culture in Oslo2011 was influenced by the Norwegian culture, and egalitarian philosophy in the society.



Egalitarian ideology implies that masculine and feminine leadership traits should be equally valued. Even though men, traditionally viewed as masculine, hold most of the leading positions in Norwegian organizations (Hirsch et al., 2010), the Norwegian culture views both feminine and masculine leadership traits as desirable and efficient in organizational work (Strand, 2007). Due to egalitarianism, leaders in Oslo2011 would have to possess both masculine and feminine leadership traits regardless of their sex.

As mentioned above, the two other situational variables, which moderate masculine or feminine leader behaviour, were perceptions of the ideal leader and prior experiences with male and female leaders. Because men have been, and still are, the ones holding most leadership positions in organizations (Pfister, 2010; Shaw & Slack, 2002; Storvik, 2002), the ideal leader is traditionally ascribed with masculine leadership traits (Storvik, 2002), as men traditionally are perceived as masculine (Alvesson & Billing, 2009). This traditional view of the ideal leader as masculine may influence followers' perception of the ideal leader, which again will influence followers' perceptions of their male and female leaders. With basis in Lord and Hall's (2003) description of leadership perceptions, van Knippenberg, van Knippenberg, De Cremer, and Hogg (2004) claim, "leadership perceptions (e.g. perceptions of effective leadership) are influenced by the extent to which leaders' characteristics match followers' implicit theories of good leadership" (p. 843). In other words, perceptions of the ideal leader influence the way followers perceive their leaders. Followers' prior experience with male and female leaders will also influence the way followers perceive their leaders in Oslo2011, because prior experiences influence the way people perceive their world (Scott, 2008).

### **Situational Influence on the Intervening Variables**

Situations can influence the intervening variables independently of anything done by the leader (Yukl, 2008), and each variable is influenced by different situations within an organization. Table 1 exhibits different situational variables, which affect the intervening variables independently of the leader. These situational variables derive from Yukl (2008) and are examples of what may affect the intervening variables in an organization. It is not certain that all these situational variables will affect the intervening variables within Oslo2011, and there might be some situational variables not mentioned by Yukl (2008) that will influence the intervening variables in the organization.

**Table 1:** *Situational variables which affect the intervening variables independently of anything done by the leader.*

<b>Situational variables</b>	<b>Intervening variables</b>
<ul style="list-style-type: none"> <li>• Reward systems</li> <li>• Intrinsic motivation</li> </ul>	Task commitment
<ul style="list-style-type: none"> <li>• Recruitment and selection systems</li> <li>• Training (prior and during employment)</li> <li>• Employee prior experience</li> <li>• Structure of task</li> <li>• External dependencies</li> </ul>	Ability and role clarity
<ul style="list-style-type: none"> <li>• Technology</li> <li>• Competitive strategies</li> </ul>	Organization of the work
<ul style="list-style-type: none"> <li>• Group size</li> <li>• Stability of membership</li> <li>• Similarity among members</li> <li>• Reward systems</li> <li>• Organization of work</li> </ul>	Cooperation and mutual trust
<ul style="list-style-type: none"> <li>• Economic conditions</li> <li>• Budgetary systems</li> <li>• Procurement systems</li> <li>• Inventory control systems</li> </ul>	Resources and support
<ul style="list-style-type: none"> <li>• Formal structure</li> </ul>	External coordination

Even though situational variables can influence intervening variables independently of anything done by the leader, leader behaviour can correct deficiencies within a deficient intervening variable and improve group performance. A leader can also make things worse by not acting in the most effective way or not acting at all. The leader of a work unit might be able to solve a deficiency in one particular intervening variable, but it is the overall leadership behaviour that is of most importance to a work unit's performance (Yukl, 2008). Within this study, we aim to find if these statements also can apply to followers' perception of their male and female leaders, e.g. if leader behaviour is of most importance to followers' perception of leaders.

## **2.2 Limitations of the Conceptual Framework**

Due to the multiple-linkage model's complexity, there are some limitations within the conceptual framework used in this study. First, the interaction of different types of leader behaviour and how they interact are not specified in the multiple-linkage model. However, we have chosen to look at different leader behaviours by analyzing masculine and feminine leadership traits, and in that way specified leader behaviour in this study. Second, the multiple-linkage model only describes short-term leader behaviour in detail, long-term actions is only described in general terms. Nevertheless, major sporting

events are considered to be short-term organizations (Shone & Parry, 2004), which make the variables in the multiple-linkage model useful for this case. Third, the situational variables mentioned by Yukl (2008) might not be the only variables that influence the intervening variables. E.g. organizational structure is only mentioned by Yukl (2008) to influence external coordination, but may influence all the intervening variables in varying ways in Oslo2011. Regardless these limitations, Parent and colleagues' (2009) findings justify the use of variables from the multiple-linkage model as a conceptual framework in this study.

### 3. Context of the Case

In May 2006, FIS assigned the Nordic World Ski Championship 2011 to the city of Oslo, Norway (Oslo2011 a, n. d.). This championship was considered a major sporting event due to the number of athletes, spectators, disciplines and volunteers that took part. Emery (2001) define major sporting event as:

...either a sporting championship recognised by the appropriate governing body of the sport (...), or a sports event that receives national or international media coverage as a result of the calibre of competition, *and* one in which a minimum of 1,000 spectators are present at the event (e.g. Le Tour de France). (p. 92)

During a period of twelve days (February 23<sup>rd</sup> to March 6<sup>th</sup> 2011) there were organized several cultural events, award ceremonies, and 21 disciplines within three different sports: cross-country skiing, ski jumping and Nordic combined. Approximately 650 athletes from 49 different nations participated, and there were about 300,000 spectators at the arenas in Oslo. Together with the employees in Oslo2011, 2,200 volunteers contributed to the making of the event (Oslo2011 b, n. d.).

Founding of Oslo2011's Executive Board took place January 2007.

Representatives from the two owning organizations (the Norwegian Ski Federation and the Association for Promotion of Skiing)<sup>1</sup>, the Municipality of Oslo, and the Norwegian business sector were members of the Executive Board. These members were not employees in Oslo2011, and achieved their positions as board members due to their positions in the different organizations mentioned. In total, the Executive Board

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<sup>1</sup> The two owners of Oslo2011 made the organization a share holding company. The organization was also a non-profit organization, as it did not aim to gain profit.

consisted of eight members, six males and two females (the chairman was male). Their responsibilities were to hire the CEO, and secure funding for the sport event and the organization Oslo2011. The Norwegian Ski Federation owned 60 percent, and 40 percent were owned by the Association for Promotion of Skiing. The Municipality of Oslo owned the sporting arenas used during the event. In addition, the Norwegian Government contributed with 1,8 billion NOK (343 million USD) (Oslo2011 b, n. d).

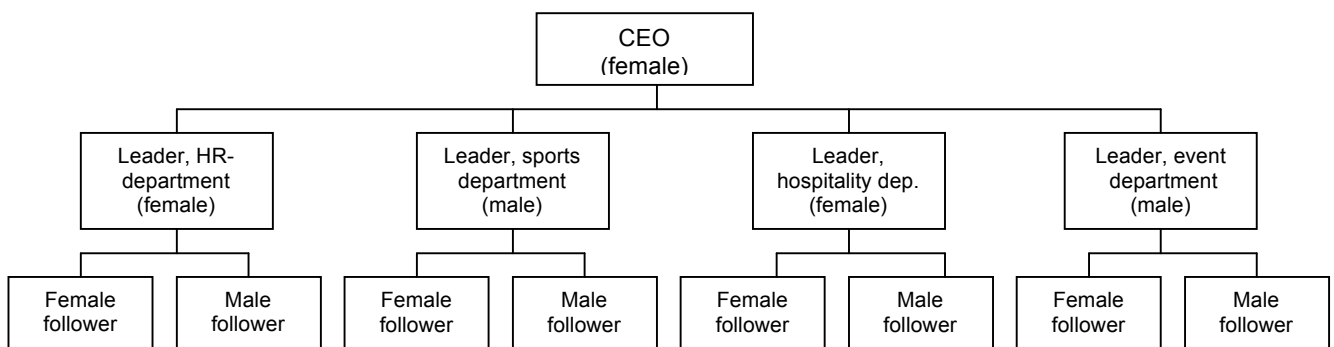
In addition to the Executive Board, Oslo2011 was organized with an Advisory Board (Honorary Committee) and a leader group. The Advisory Board had representatives from different collaborating organizations, and was the advisory organ for both the Executive Group and the leader group. One example is the Advisory Boards work for an environmentally friendly event. The leader group was responsible for conducting the day-to-day business of Oslo2011. Oslo2011 addressed the leader group as the Executive Group, and therefore the leader group of Oslo2011 will be addressed as the Executive Group in this study. All ten members in the Executive Group were employees of Oslo2011, which included the CEO and nine employees. Each of these nine employees were all leaders of different departments within the organization: Sports (two leaders), Administration, Economy, Marketing, Event, Human Recourses (HR), Culture, and Public Relations (PR). Each member of the Executive Group worked together with other employees and volunteers in the organization's departments.

## **4. Method**

This research was carried out as a single case study. In accordance to Yin (2009), choice of design aroused from the desire to understand sport events as a complex phenomena. In this case we had to understand how followers perceived their leaders within the context of a major sporting event. Because few prior studies have sought to understand this within a gender perspective, we took on an explanatory case study strategy. The justification to study only one event organization (a single case study) lies in the ability it creates to go in depth with one single phenomenon (Yin, 2009). The following provides a description of the sample, data collection and data analysis.

## 4.1 Sample

The choice of Oslo2011 as a single case was made for one main reason. The untraditional compound of men and women in Oslo2011's Executive Group made an interesting case to study followers' perception of their male and female leaders. We used purposive sampling when electing representatives from Oslo2011, which enabled us to choose participants with experience and knowledge, and that were most suitable for the study (Saunders, Lewis, & Thornhill, 2007). However, the organization requested that the sample was made together with the leader of the HR department to make sure that employees had capacity and time to participate. Five different workgroups in the organization were chosen: the Sports department, the Event department, the HR department, the Hospitality department, and the Executive Group. Within each department one male follower, one female follower, and the leader of each department were participants in this study. The leaders of each department were all members of the Executive Group in Oslo2011 and therefore followers to the CEO.



**Figure 2:** Organizational chart of all the interviewed participants.

Because the leaders of each department were leaders to followers in their own department, and at the same time were followers to the CEO, the four leaders of each department had a double position in this study. To be able to distinct the two types of followers in this study, the followers to the CEO (leaders of each department) will be addressed as *leaders*, and followers to the four department leaders will be addressed as *followers*. In total, the sample contained of thirteen participants, seven females and six males. They were all Norwegian citizens, white males and females, with somewhat different education, and had different experience with working in a major sport event organization.

**Table 2:** Participants in study according to their departments in Oslo2011, gender, age, type of education, and time of entering the organization.

Department	Position	Sex	Age	Background (Education)	Time of entering org.
Executive Group	CEO	Female	49	Economist	Sept. 2007
	Leader, HR-department	Female	44	Master of Business Administration	Feb. 2009
	Leader, sports department	Male	50	Sport science, scientific subjects, and computer science.	April 2010
	Leader, hospitality dep.	Female	43	Service and Hotels	Sept. 2007
	Leader, event department	Male	48	The army	May 2008
HR-department	Follower	Female	26	Master of Business Administration	Aug. 2009
	Follower	Male	56	Business Economics and nurse	Sept. 2010
	Leader (presented above)				
Sports department	Follower	Female	44	Translator study	Oct. 2009
	Follower	Male	36	Organization and leadership	Sept. 2009
	Leader (presented above)				
Hospitality department	Follower	Female	34	Teacher	Jan. 2009
	Follower	Male	38	Chef (several years)	Sept. 2010
	Leader (presented above)				
Event department	Follower	Female	50	Business Economics	March 2009
	Follower	Male	43	The Army	Nov. 2008
	Leader(presented above)				

The CEO was the first person to enter Oslo2011. Except from the leader of the Sports department, all members in the Executive Group entered the organization in an early phase. The late entry of the Sports department leader was due to his engagement in the Vancouver Olympic Committee 2010.

Leader and follower are terms used in this study to distinguish between employees' positions and responsibilities within Oslo2011. In some cases these terms are misleading as it can be perceived as though followers only 'follow' and obey their leader. This is not our intention when using the two terms in this study. Within an event organization it is important for employees to know their area of responsibility, and therefore leader and follower might be useful terms for employees to define their area of responsibility. Even though we address participants in this study as either leaders or followers, we are aware that followers in this study also operate as leaders because of their cooperation and teamwork with the volunteers in Oslo2011.

## **4.2 Data Collection**

Data were gathered using semi-structured interviews and observations. All thirteen participants were interviewed at Oslo2011's headquarter in Oslo due to participants' limited time schedule. Despite some interruptions, the interviews were calm and relaxed, which aimed to make the participants as comfortable as possible. In order to identify the topics to be covered, an interview guide was formed prior to the interviews. Participants were encouraged to give as much details as possible, and therefore all interviews were open to changes and other topics than what was planned in the interview guide. All participants were asked how they view the ideal leader, and their prior experience with male and female leaders. Except the CEO, all participants were asked about different aspects of their own leader: characteristics, teamwork, conflicts, motivation, and training. In addition, each participant was asked questions about the six intervening variables in the multiple-linkage model. Each interview lasted between 25 and 55 minutes, and was recorded with an audio tape recorder.

Observations were conducted in a total of five different meetings at Oslo2011's headquarter – one meeting for each leader in the five workgroups (Sports department, Event department, HR department, Hospitality department, and the Executive Group). The meetings varied in duration, content, and number of followers. The main focus during observations was the leader of the meeting. Followers who attended the meeting, and which also were participants in this study, were also observed. The interaction between the leader and these followers were of special interest as this gave us indications to why followers viewed their leader in a certain way. Handwritten field notes and personal impressions were written down during every meeting.

## **4.3 Data Analysis**

The process of analysing data started during collection of data, and was done manually during the whole research process. Transcriptions were done consecutively during data gathering, and notes from observations were typed on a computer right after a meeting. After transcriptions, coding of data started. Miles and Huberman (1994) claim that coding allows the researcher to differentiate and combine the data gathered, and that the coding process enables the researcher to identify meaningful data, which will give room for interpretation. According to Yin (2009) there are not many fixed strategies for analyzing data in case study research, and it depends mostly on the researchers own

interpretation and presentation of findings. However, coding of data can be done in different ways to help the researcher understand the data. Grønmo (2004) mention inductive and deductive coding.

Both inductive and deductive coding was used in this study. While the empirical findings were the prime referent for inductive coding, deductive coding was done on the basis of the conceptual framework used in this study. Four main categories were made for both inductive and deductive coding: ideal leadership traits, traits for leaders in Oslo2011, prior experience with male and female leaders, and intervening variables (from the multiple-linkage model). Subcategories for inductive coding (e.g. positive and negative traits) and deductive coding (e.g. masculine and feminine) were made to ease interpretation, and then put into a matrix to more easily find possible coherence within the data (Creswell, 2007).

## **5. Results**

Results will be presented in two sections. First, perception of leadership traits will exhibit how participants perceived the ideal leader, their perception of leaders in Oslo2011, and their perception of prior male and female leaders. These perceptions are related to the conceptual framework through leader behaviour and situational variables as moderators. Second, the situational variables and their influence on the intervening variables in Oslo2011 are presented.

### **5.1 Perception of Leadership Traits**

All thirteen participants were asked to describe the ideal leader and their prior experience with male and female leaders. In addition, all but the CEO, (four *leaders* and eight *followers*) were asked to describe how their own leader in Oslo2011 corresponded to their own description of the ideal leader.

#### **5.1.1 Perception of the Ideal Leader**

When asked to describe the ideal leader, all participants emphasized the importance of communication skills and social abilities. Participants found the ideal leader to be motivating, inspiring, challenging, and open-minded. The ideal leader should also be able to listen and trust his or her co-workers, as well as be honest. According to



Alvesson and Billing (2009) these traits are typically associated with feminine leadership traits in Western organizations. Masculine leadership traits like confident, strong, and competitive were not mentioned as important for the ideal leader. Because the concept of femininity overlaps with what is traditionally perceived as female values and traits, participants described the ideal leader in an untraditional way. Throughout history, men have possessed leader positions in organizations (Pfister, 2010; Shaw & Slack, 2002; Storvik, 2002), and because men traditionally are perceived as masculine (Alvesson & Billing, 2009), leaders have been associated with masculine traits (Storvik, 2002). In this way participants' description of the ideal leader differs from the traditional view of leaders as masculine.

However, the male follower in the Sports department mentioned technical skills (professionalism) as an important leadership quality: “[for a leader] ... it is necessary to have certain knowledge and qualifications, but to be a good judge of character (...), show empathy and be able to understand his/her followers, I feel is more important”. Technical skills in this context meant competence based on experience within a persons work field. As a leadership trait, technical skills can be perceived as both masculine and feminine, because men and women have experience within their own field of work. Even though the male follower in the Sports department mentioned technical skills as important, participants perceived the ideal leader as a person with feminine leadership traits.

### **5.1.2 Perception of Leaders in Oslo2011**

Participants' depictions of the ideal leader had a high level of correspondence to their perceptions of the actual leaders in Oslo2011. All leaders were described as good communicators and with social abilities – the two most important qualities associated with the ideal leader. Whether the leader was a man or a woman, participants described their leaders as good communicators, trustworthy, and able to trust his/her own followers. Social attributes like including, developing, inspiring, able to listen, and not afraid to address conflicts, were all ascriptions given independently of gender categories. Likewise, qualities such as experienced and competent (professional), operative, progressive, adaptable, caring, open, honest, calm, clear, able to delegate tasks, and interested in team work, were associated with both male and female leaders. On the other hand, negative traits mentioned were that some of the leaders were a bit

unstructured, did not give followers enough backing, and that they were a bit overruling.

Some traits were exclusively ascribed to either male or female leaders. In addition to the above mentioned traits, female leaders in Oslo2011 were described as attentive, unafraid, she lets other be better than herself, she is not the one taking initiative to social happenings, and that she has natural authority. Male leaders in Oslo2011 were in addition to the above mentioned traits described as cooperative, considerate, specific, understanding/sympathetic, does not control in detail, and not the best to share information.

According to traditional patterns, as described by Alvesson & Billing (2009), descriptions of leaders in Oslo2011 did not confirm the traditional masculine and feminine categorization. Regardless of the leaders' sex, participants perceived their leaders as both masculine and feminine. Both male and female leaders were good communicators and including, traits traditionally viewed as feminine. They were also operative and progressive, traits traditionally viewed as masculine (Alvesson & Billing, 2009).

Observations from five different meetings within the organization, confirm participants' perceptions that both male and female leaders possessed masculine and feminine leadership traits. During a meeting with a male leader, the leader was including and interested in followers ideas and thoughts. His including behaviour created a good mood for the meeting. These traits are traditionally viewed as feminine (Alvesson & Billing, 2009). The same leader was also attentive and interested in progress, and was able to make decisions when followers disagreed. These traits are traditionally viewed as masculine (Alvesson & Billing, 2009). During a meeting with a female leader, a female follower started to cry quietly. The female leader did not act on the situation because she saw that another female follower took care of the situation. By making sure that the female follower was taken care of, the female leader showed compassion, which is traditionally viewed as a feminine trait (Alvesson & Billing, 2009). At the same time, the female leader was concerned with the progression of the meeting as she personally did not act on the situation and let the meeting continue. In this way the female leader acted with both feminine and masculine traits, as progression corresponds with masculine characteristics (Alvesson & Billing, 2009). According to our observations, as well as our documentation of participants' perceptions of their

leaders, both male and female leaders in Oslo2011 possessed masculine and feminine leadership traits.

Even though leaders of Oslo2011 possessed and acted with both masculine and feminine traits, gendered practices were observed. During the meeting mentioned above, where a follower started to cry, a female follower took care of the situation. The attentive concern of the female follower was an act in accordance with traditional gender patterns, as caring is traditionally viewed as a feminine trait (Alvesson & Billing, 2009). Gendered work distribution was reflected through the different areas of which male and female employees had responsibility. Male employees dominated the Sports department, while female employees dominated the Hospitality department. A statement from the female follower in the HR department also reflected some of the gendered work distribution within the organization of Oslo2011:

Either if it is the Christmas party, lunch, or making waffles on a Friday, it is always us ladies who arrange it. (...) and it is also an unwritten rule that the ladies are the ones who should clear the happening afterwards”

Despite these traditional gender patterns within the organization, leaders of Oslo2011 acted with both masculine and feminine traits.

### **5.1.3 Prior Experience with Male and Female Leaders**

When participants were asked to describe their prior experiences with male and female leaders, they were all emphasizing that they believed a leader could possess different traits regardless the leader's sex. The following three quotes exhibit this view:

- We [men and women] are a bit different, (...) but it is really about the person. (Male leader, Sports department)
- ...If you are leader type, you will have certain leadership traits whether you are a man or a woman. (Female follower, Hospitality department)
- When a leader is good, there are no differences between men and women. (Male leader, Event department)

According to participants, leader behaviour is more affected by the personality of the leader, than the leader's sex. However, descriptions from participants' prior experiences with male and female leaders showed that participants did stereotype male leaders with traditional masculine traits, and female leaders with traditionally feminine traits.

Compared to male leaders, participants' prior experiences with female leaders were that they are better communicators, better to share information, more involving, more

interested in the social aspects of organizations, good in relations – but can be to relational, do not need to assert herself, and better in handling conflicts. Participants' prior experiences with male leaders were that they are more courageous than female leaders, better with delivery and punctuality, more managerial and direct, and they might 'steal' others ideas and make them their own.

In summary, participants' perceptions of leadership traits seemed univocal. Participants described the ideal leader with feminine traits, and the leaders of Oslo2011 were perceived as both masculine and feminine. These perceptions are in deviation from the traditional view of leaders as masculine. Followers' prior experience with male and female leaders was stereotyped into traditional gender patterns, even though they stated that leader behaviour is mostly affected by the personality of the leader. Both perceptions of the ideal leader and prior experience with male and female leaders are based on participants' former experiences in organizations. In contrast to followers' prior experience with male and female leaders, the actual leaders of Oslo2011 were not portrayed according to the traditional gender dichotomy. This indicates that the local context of the event organization had more influence on followers' perception than their prior experience with male and female leaders. Local context is here understood as the influence situational variables had on the intervening variables in Oslo2011, which we present in the following section.

## ***5.2 Situational Variables' Influence on the Intervening Variables in Oslo2011***

Yukl (2008) mentioned several situational variables which influence the intervening variables within an organization (see table 1). By analysing which situational variables influenced the intervening variables in Oslo2011, we will be able to understand if these variables affected followers' perception of male and female leaders. The following paragraphs will exhibit which situations influenced the six intervening variables in Oslo2011.

### **5.2.1 Task Commitment**

Reward systems and intrinsic motivation can influence task commitment. If employees receive rewards for their work, or their intrinsic motivation is high, this will influence

task commitment to rise (Yukl, 2008). Except for the CEO, who received almost 500,000 NOK (90,600 USD) if the event turned out to be a success (Bryne, 2011), there were no concrete reward systems in Oslo2011 (e. g. bonuses). However, participants were proud to be a part of the organization, which can imply that being an employee within Oslo2011 gave employees a certain social status. The work they did in the organization was something they were proud of and wanted to put on their CV. Social status and experiences were rewards that employees gained from Oslo2011, which effected task commitment.

Together with rewards, task commitment in Oslo2011 was predominately influenced by intrinsic motivation. All participants were motivated by the work itself, that the event was a ‘once in a life time experience’, working together with other people in a team, the challenges that came with the job, and that the work was related to sport. The male leader of the Sports department said, “It is like a kind of drug. There is no other job that gives you this feeling, the feeling of addiction.” Parent et al. (2009) found that it is important for an organization that members have personal commitment to the task objectives, rather than personal objectives. Because none of the participants mentioned reward systems or pay as a factor of motivation, participants had personal commitment to their work in Oslo2011. When the work contributes to intrinsic motivation, task commitment is likely to be high (Yukl, 2008). According to participants, the work contributed to intrinsic motivation and task commitment was therefore high in Oslo2011.

### **5.2.2 Ability and Role Clarity**

Ability in an organization is likely to be high if employees have prior experience and training, and if the recruitment system is effective. A comprehensive recruitment system is more likely to attract qualified employees (Yukl, 2008). Participants in this study were either highly educated or had several years of experience within their field, which can indicate high ability in Oslo2011. Looking into the recruitment system in Oslo2011, there was a clear difference between the way men and women were recruited. While male participants were selected (headhunted) in to the organization, female participants were recruited through a comprehensive recruitment system. The male leader in the Sports department said: “Well, I was asked on the telephone...”. In contrast, the female leader of the Hospitality department described the process in this way:

I remember that very well, the position was announced April 2<sup>nd</sup> 2007. (...) I applied for an administration/coordination position in the organization and thought to myself that ‘I want to be a part of this’. I made it to the first round of interviews and it was 22 other people when I got there, and I thought ‘this will never happen’. (...) Altogether it was four interviews. The two first interviews were with the recruitment bureau, the third with the CEO, and the fourth with the CEO and the chief financial officer (CFO). It was a long process, it was. But when I had decided, I was determined to get the job...

Except the CEO, these two statements are representative for all participants in the study. As already mentioned, the CEO was elected and hired by the Executive Board of Oslo2011. Female participants went through a comprehensive recruitment process, which can imply that the organization found women to be the best qualified and most experienced candidates during recruitment. Male participants were headhunted into the organization, which can imply that the organization needed certain expertise in some areas and turned to other organizations to find qualified people. In her study on women leaders in the public sector in Norway, Storvik (2002) found that one reason for the lack of female leaders could be the fact that there are not many qualified women to choose from (i.e. with same education and experience as men). This can entail that when Oslo2011 turned to other organizations for certain qualifications, they only got in contact with men. One example is the male follower in the Event department, who had several years of experience with logistics and transportation in the Norwegian army. When Oslo2011 needed a person to be in charge of logistics and transportation, they turned to an organization with great experience in that area (the army), and the person with most experience in the field was a man.

The CEO was intentional when creating work teams in Oslo2011, as she said: “It is important to me that we have the best team possible, and for that reason we need representatives from the whole population. It is not incidental that there are as many women as men in the Executive Group”. Nevertheless, Oslo2011 had problems keeping a balance between the number of men and women in the organization. One reason could be that Oslo2011 was an organization that attracted more women than men, due to organizational goals and values. Another reason was that women were the best candidates. The female leader of the HR department explained:

I have been a part of many recruitment processes in this organization, and at one point we just had to have more men because we were so many women. (...)

They [women] were the best applicants. We have some incidents where we consciously selected men because we were so many women, but that was one year ago. Now we don't think about it that much, it is only a few weeks left to the event, so now we are 26 women and 14 men.

This implies that when a position in Oslo2011 was announced, women were the best candidates. But when looking for an expert in a specific field, men were selected due to the 'male-network' in organizations in general. Even though recruitment was done differently for male and female participants, the recruitment process in Oslo2011 was comprehensive, which influenced ability in the organization to be high. Nevertheless, an important aspect to ability in Oslo2011 is that only two participants had experience with working in a major (and mega) sporting event: the male leader of the Sports department and the female follower in the Event department. Working in a sport event organization differs from working in other more traditional organizations. This will be addressed in the following.

**Role clarity** in Oslo2011 was influenced by three situational variables; external dependencies, employees' prior experiences, and structure of tasks. Sponsors, FIS, and the Municipality of Oslo were some of the external dependencies the organization had to consider. According to participants in this study, these stakeholders constructed some overall goals and objectives for the work in Oslo2011, but employees were able to decide how the work should be done, as long as certain regulations were kept and that the organization delivered on time. In this way, there was no clear guide for employees to do their work and external dependencies did not contribute to high role clarity. Structure of task was not always clear in Oslo2011 because work tasks within a major sporting event have multiple performance criteria, require adjustments among employees, and tasks change over time (Shone & Parry, 2004). As already mentioned, participants had great experience within their own field. However, the majority did not have much experience with working in a major sporting event, which is the third reason why participants in this study felt there was some role ambiguity in Oslo2011 at the time data were collected. The female follower in the HR department said: "The exact job tasks are not very clear to me, but my field of responsibility is rather clear. The exact job tasks get clearer and clearer during the time I am here". At the time data were collected, participants felt some role ambiguity due to few regulations from external dependencies, lack of experience with working in a major sporting event, and because employees had to adapt to changes during preparations for the actual event.

### **5.2.3 Organization of the Work**

According to Yukl (2008) technology and competitive strategies will influence organization of the work in a workgroup. Because event organizations are unique compared to other organizations, and because they have a special product to offer (Shone & Parry, 2004), there was not much focus on competitive strategies among participants in this study. However, it can be argued that employees wanted this World Championship to be ‘the best ever’, and in that regard, Oslo2011 had a competitive strategy through making all stakeholders view the event as a success. This may have influenced employees to work more effectively and in the best way they possibly could.

All participants mentioned technology as an important tool for organizing the work in Oslo2011. Computer technology within major sporting events has during the last decades been given an increased role and sophistication (Dobson & Sinnamon, 2001). This research only focused on the technology used by employees prior to the actual event. Participants’ satisfaction with technology varied among them, depending on which department they belonged to. The organization had two different data portals: Volunteer portal and employee portal (Event portal). Participants were satisfied with the Volunteer portal, claiming it was the best event tool they had ever seen. In contrast, participants were not satisfied with the Event portal claiming it was difficult to keep updated, and for that reason difficult to ensure that all employees got resent information.

In addition to Yukl’s (2008) two situational influences, we found that organizational structure also affected organization of work in Oslo2011. According to observations the organization had a flat structure, low formalization, and high centralization. Organizations with a flat structure are often situated in changing and flexible surroundings, and rely on complex communication- and networking strategies (Kvande & Rasmussen, 1990). Because Oslo2011 was an event organization, situations were constantly changing. The flat organizational structure, enabled employees to communicate and organize their work more efficiently.

Even though participants believed that the technology used could have been better, organization of work in Oslo2011 were satisfactory due to employees’ hard work and the organizational structure. Kvande and Rasmussen (1990) claim that organizations with a flat organizational structure or hierarchy promote gender equity, because traditional gender patterns are more easily diminished within flat organizational structures. This can imply that the organizational structure in Oslo2011 did not only



affect organization of the work, but also followers' perceptions of their male and female leaders. This assumption will be discussed later.

#### **5.2.4 Cooperation and Mutual Trust**

Though Oslo2011 was a huge organization in terms of activities that were coordinated, the organization had small workgroups and a flat structure looking at the employed personnel. According to Yukl (2008) such structures promote high degree of cooperation if membership is stable and homogenous. Apart from the 2,200 volunteers the employee group consisted of only 40 people. One would intuitively believe that such small groups would be relatively easily united, but as employees did not enter the organization simultaneously, this might have been an impediment for such unification. As they were sequentially recruited over a period of four years the group of employees was built consecutively, representing a potentially treat towards the stability and homogeneity of the workgroups.

Reviewing participants' educational background, their goals within the organization, and their perception of leadership, participants were rather homogeneous. Nevertheless, when asked to describe cooperation within the organization, participants claimed they were not homogeneous. Participants mentioned the importance of having *complementary teams* in the organization. By complementary teams they meant having employees with different skills, abilities, and meanings together in one workgroup. The female follower in the Hospitality department said:

What is exiting is that we [the leader and I] are very different, she [the leader] has a lot of abilities which I can improve (...), and I have abilities which she can improve. That is the whole idea about the recruitment process in this organization – in one workgroup there are people that are different from each other. The two of us are absolutely an example of that. Sometimes I think to my self that it is a bit tiring, it is so much easier to be with people that agree with me. But at the same time I see the value in being different.

However, we claim that participants were homogeneous, especially within the different workgroups. One example is the HR department where all three employees were educated in business administration/economics. All participants were of working age, from the ethnical majority in Norway, highly educated and/or with many years of experience within their own field.

In addition to the situational variables mentioned by Yukl (2008) we found that the recruitment process also affected cooperation and mutual trust within Oslo2011. Due to the fixed time scale and that employees entered the organization one by one, Oslo2011 saw the importance of getting employees to know each other in an early stage when entering the organization. During recruitment all employees had to go through several personality tests. The intention was to gain relevant information about each employee and then share that information with the rest of the workgroup. When employees new about each other's strengths and weaknesses it was easier to cooperate and create trust.

Four situational variables affected cooperation and mutual trust to rise within Oslo2011: employees' homogeneity (e.g. education and background), the small size of the organization and workgroups, a rather stable membership in the workgroups, and personality tests used during the recruitment process.

### **5.2.5 Resources and Support**

Participants claimed that resources and support were good in the organization, and that procurement systems were especially good. The male leader of the Event department stated:

The cooperation that is gained with the Municipality of Oslo, the arrangements that is done so we can do a great job, the partners we have, and the collaboration agreements creates a great fundament to arrange a World Championship. (My leader) have influenced a great deal. She has been exceptionally good with this work and I will use the word rule. Because she does that – she rules.

As this statement demonstrate that leaders in Oslo2011 were good at procure resources, this statement also shows that participants trusted and were satisfied with their leaders, which gave a good fundament for cooperation in the organization. In addition to procurement systems, Yukl (2008) mentioned budgetary systems, inventory control systems, and economic conditions as situational variables that influence resources and support in an organization. The Norwegian Government, the Municipality of Oslo, and several sponsors (e.g. Statoil) supported Oslo2011, which contributed to satisfactory economic conditions for the organization. From observations it can be understood as though inventory control systems were not prevalent in the organization as long as employees got the job done. However, when something did not work, or unforeseen

happenings appeared, it seemed as though the CEO and other members of the Executive Group (*leaders*) had the last word in a discussion.

### **5.2.6 External Coordination**

In Oslo2011 there was not much external coordination. As mentioned before, regulations given by FIS and restrictions from the Municipality of Oslo were some external dependencies for Oslo2011. High lateral interdependence increases the amount of coordination needed among subunits (Yukl, 2008). As Oslo2011 had a flat structure, low formalization, and high centralization, coordination from the top level was not as important looking at employees, and not including the volunteers.

In summary, the situational variables mentioned by Yukl (2008) influenced the intervening variables within Oslo2011 (see table 1). In addition we found that the recruitment system in Oslo2011 influenced mutual trust among employees, so did the fact that participants were satisfied with their leaders. According to Yukl (2008), organizational structures only influence external coordination of an organization. However, we found that the organizational structure in Oslo2011 influenced especially *organization of work* in the organization. Because the structure in Oslo2011 influenced organization of work, all intervening variables were affected by the organizational structure as the intervening variables interact with each other (Yukl, 2008).

Findings also exhibited that participants were satisfied with almost all the intervening variables in Oslo2011, and therefore distinctions between masculine and feminine leadership traits, and male and female leaders, were not prevalent through the intervening variables. Only ability (through the recruitment process) and organization of work (through organizational structure) revealed some differences between males and females, and masculinity and femininity.

## 6. Final Discussion

Participants in study perceived their male and female leaders in Oslo2011 as both masculine and feminine regardless of the leaders' sex. Masculine and feminine leader behaviour, intervening variables, and several situational variables did influence followers' perception of leaders in Oslo2011. The following discussion addresses which variables within our conceptual framework that were of most importance to followers' perception.

### **6.1 Masculine and Feminine Leader Behaviour in Oslo2011**

The first variable that affected followers' perception of their leaders was the leaders themselves. Leaders who were described by their followers in this study were all members of the Executive Group in Oslo2011. Within the Executive Group there was an equal number of males and females. The CEO of the organization intentionally created this equal composition of males and females. From a traditional point of view, this would incline that the Executive Group as a whole would possess both masculine and feminine leadership traits, as men are traditionally ascribed with masculine traits, and women are traditionally ascribed with feminine traits (Alvesson & Billing, 2009). Findings show that the Executive Group possessed both masculine and feminine traits, but not because of this traditional view. Followers described female leaders with both masculine and feminine traits, and male leaders were described concordant. Regardless of the leaders' sex, leaders were described with both masculine and feminine traits. Observational findings did confirm this perception, but why did leaders possess both masculine and feminine traits? There are numbers of reasons to answer this question, but we will concentrate on two of them: organizational culture and organizational structure.

**The organizational culture** in Oslo2011 was affected by the Norwegian culture as the organization was situated in Norway. As mentioned earlier the Norwegian culture has a cultural code where honesty, kindness, tolerance, democracy, etc. are admired. Equality and equal opportunities among gender, ethnicity, and culture is favoured because moral values and egalitarian structures are deeply embedded in the Norwegian culture (Skarpenes, 2007). Employees in Oslo2011 were all affected by this culture because they all grew up and lived in Norway. Reproduction of the Norwegian culture in the organization happened because employees were carriers of the Norwegian culture

before entering the organization. In this way equality among men and women were valued high, and for that reason it can be argued that masculine and feminine traits were viewed as equally important in Oslo2011. Egalitarianism, which leaders were carriers of and for that reason were a part of the organization, affected leaders in Oslo2011 to value and possess both masculine and feminine leadership traits.

Egalitarianism in Oslo2011 can be exemplified through the organization's values. Oslo2011 had four values, whereby one of them stated that the organization had to be 'generous'. By being generous the organization meant being open, inviting, including, and have diversity (Oslo2011 c, n. d.). In the sense of male and female leaders, including and diversity can be interpreted as though Oslo2011 wanted both male and female leaders, and masculine and feminine leadership traits.

**The organizational structure** in Oslo2011 was flat and without many inventory control systems or external dependencies. It is believed that women prefer egalitarian relationships rather than hierarchical relationships (Adler, 1999), and therefore feminine organizations are described with a flat structure, they downplay rules, and are relational in culture (Cliff, Langton, & Aldrich, 2005). As the CEO of Oslo2011 was a female, she might have (according to the above mentioned statements) affected the organizational structure, making Oslo2011 a feminine organization. However, the CEO was described by participants as both masculine and feminine, and due to egalitarianism it is likely that the CEO valued these traits equally. Interaction and communication is an important part of event organizations, as it enables employees to find the best and most efficient solutions. Because interaction and communication are traditionally viewed as feminine traits (Alvesson & Billing, 2009), the nature of an event organization is a more applicable reason for why Oslo2011 can be perceived as a feminine organization. Because Oslo2011 had a feminine structure, it affected leaders to possess feminine traits. In addition, it can be argued that the feminine structure in Oslo2011 affected leaders to possess masculine leadership traits, as the leaders might compensate the feminine structure with masculine traits due to egalitarianism.

Findings did also highlight that it existed traditional gender patterns in Oslo2011, which can be viewed as a social structure within the organization. Scott (2008) claims social structures and human interaction affect peoples' perceptions. In certain situations, female employees did behave in a way that traditionally is expected for women (e.g. care for others and clean up after lunch). In the same way as the Norwegian culture affected the organizational culture in Oslo2011, employees' prior

experiences and gendered expectations affected these gender patterns in the organization. Nevertheless, there was a distinction between the way leaders acted in the organization in general, and the way leaders acted when they were leaders (e.g. during a meeting). This can imply that for an employee in Oslo2011, it existed different expectations attached to the role as a leader and the role as a co-worker.

Organizational structure and organizational culture affected leaders in Oslo2011 to act with both masculine and feminine traits. The feminine structure and egalitarianism within the culture of Oslo2011 affected employees in the organization to re-evaluate their own experiences with prior leaders and expectations of the ideal leader, in order to view male and female leaders as both masculine and feminine.

## **6.2 Moderating Situational Variables**

The Norwegian culture, perceptions of the ideal leader, and prior experience with male and female leaders, were moderating situational variables we reviewed in order to find whether or not they had an effect on followers' perceptions of their leaders in Oslo2011. In the same way as the Norwegian culture and its egalitarianism affected the organizational culture in Oslo2011, egalitarianism influenced participants' perceptions of the ideal leader and participants' prior experience with male and female leaders. Keeping this in mind, we will now discuss whether or not perceptions of the ideal leader and former experience with male and female leaders affect followers' perception of male and female leaders in Oslo2011.

### **6.2.1 Ideal Leader**

A person's perception of the ideal leader is based on that person's prior experience in organizations, social life, education etc. In addition, van Knippenberg et al. (2004) claim that perceptions of the ideal leader will influence the way followers perceive their leaders. Participants were pleased and satisfied with their leaders in Oslo2011, claiming that many of the leaders were the best they ever had. Because leaders were perceived as both masculine and feminine, this can imply that participants valued both masculine and feminine leadership traits. However, when asked to describe the ideal leader, followers only mentioned feminine leadership traits. According to van Knippenberg and colleagues (2004) statement, leader behaviour in Oslo2011 did not match participants'

perception of the ideal leader because leaders in Oslo211 were ascribed with both masculine and feminine traits. From this point of view it can be argued that perceptions of the ideal leader did not affect participants' perception of male and female leaders in Oslo2011. Nevertheless, looking at the most important traits for the ideal leader, as mentioned by participants, all leaders in Oslo2011 did possess good communication skills and social abilities. In this way it can be argued that leaders in Oslo2011 did match followers' perception of the ideal leader, and that perception of the ideal leader did affect the way followers perceived their male and female leaders in Oslo2011.

Results also exhibited that participants perceived the ideal leader in an untraditional way. Traditionally the ideal leader is ascribed with masculine traits because men have been the ones holding leadership positions and men are traditionally perceived as masculine (Storvik, 2002). However, our findings are in line with Storvik's (2002) findings, that the ideal leader is not perceived as masculine. In her study on women leaders in the public sector in Norway, she found that both male and female followers wanted a leader with both masculine and feminine leadership traits.

### **6.2.2 Prior Experience with Male and Female Leaders**

Prior experience will influence the way people perceive their world (Scott, 2008). Followers' experiences revealed that they believed both men and women could possess both masculine and feminine traits, however they did at the same time stereotype former male leaders as masculine and former female leaders as feminine. Followers' stereotypically views origin from the traditional view of men being masculine and women being feminine (Alvesson & Billing, 2009). This stereotypical view did not affect followers' perception of their leaders in Oslo2011, as both male and female leaders in Oslo2011 were described with masculine and feminine traits. However, their experience with leaders being capable of possessing all types of leadership traits regardless of the leaders' sex, did affect perception of leaders in Oslo2011. Prior experiences made followers able to see that male leaders did not only pursue masculine traits and that female leaders did not only pursue feminine traits.

The above discussion explains that perceptions of the ideal leader and prior experience with male and female leaders did influence the way followers perceived their male and female leaders in Oslo2011. Nevertheless, as mentioned above, these perceptions were

moderated and re-evaluated by participants due to the feminine structure and egalitarianism within the culture of the organization.

### **6.3 Intervening Variables**

Results exhibited which situational variables affected the intervening variables, and whether or not there were any differences between masculine and feminine leadership traits regarding the six intervening variables. Two aspects within the intervening variables could have affected the way followers perceived their male and female leaders. First, if there was a clear distinction between male and female leaders in one or several of the intervening variables, it would be easier for the followers to notice their differences, which would have affected their perceptions and descriptions of their leaders. Second, if one or several of the intervening variables were not taken care of or fulfilled in Oslo2011, followers might have given several reasons for why there were deficiencies in the intervening variables. One reason could have been that leaders in the organization did not do their work properly and in that way distinctions between male and female leaders, and/or masculine and feminine leadership traits would appear.

However, looking at the intervening variables only one of the intervening variables, *ability*, exhibited a difference between male and female participants in this study. The level of ability in itself was no different between male and female participants, but the way they were recruited was different. As findings exhibited, male participants were headhunted and female participants were recruited through a comprehensive processes. This difference could have influenced participants to have different expectations to their male and female leaders. Nevertheless, none of the participants seemed to be aware that this was the practice in Oslo2011 and therefore the recruitment process did not influence participants' perceptions. The intervening variables did not show any clear distinctions between male and female leaders.

In regard of which intervening variables that was satisfactory and taken care of in the organization, five out of six variables were according to participants taken care of and fulfilled: task commitment and ability, organization of work, cooperation and trust, resources, and external coordination. Because these five intervening variables were fulfilled, participants did not complain about aspects of the variables, nor were they able to complain about leader behaviour as a reason for deficiencies within the variables. The remaining intervening variable, role clarity, were not perceived as completely



fulfilled. As results exhibited, there were some role ambiguity in Oslo2011 due to few regulations from external dependencies, lack of experience with working in a major sporting event, and because employees had to adapt to changes during preparations for the actual event. Participants did not argue that that lack of efficient leader behaviour affected role clarity in Oslo2011. Participants were satisfied with both their male and female leaders, and distinction between masculine and feminine leadership traits were not prevalent within the intervening variables.

## **7. Concluding Remarks**

Findings from this case study illustrated that followers in Oslo2011 perceived their leaders as both masculine and feminine, which differ from the traditional view of leaders as masculine (Alvesson & Billing, 2009), but is in line with what may seem to be the new perception of leaders in Norway – followers would like their leaders to possess both masculine and feminine characteristics (Storvik, 2002). Inspired by Yukl's (2008) multiple-linkage model, our findings exhibited that several variables influenced followers' perception of leaders in Oslo2011. Participants in this study viewed the local context of the organization as satisfactory, e.g. good cooperation and high ability among employees. The local context affected followers' perception of leaders by moderating the affect of followers' prior experience with male and female leaders as gender stereotypical, and made followers re-evaluate their expectations of male and female leaders. Organizational structure, organizational culture, and egalitarian ideology influenced leader behaviour in Oslo2011. As leader behaviour influenced followers' perceptions, organizational structure, organizational culture, and egalitarian ideology also affected followers' perception of leaders. In this way, leader behaviour and a variety of situational variables made the biggest impact on how followers perceived their male and female leaders.

In the same way as the multiple-linkage model is a complex model when evaluating unit effectiveness (Parent et al., 2009), it is also a complex model when reviewing perceptions of leaders in an event organization. In some areas the number of different variables have been difficult to utilise due to their interaction. However, the model opens up for researchers' own interpretation of leader behaviour and some of the situational variables, which helped to concretize the conceptual framework used in this study.

By studying other event organizations, with different structure, different culture, and/or different composition of male and female leaders, future research could further contribute to the understanding of male and female leaders in major sporting events. It would also contribute and strengthen the sport management literature in general. Followers may perceive their leaders in another way in more hierarchical organizations with different culture, and where the prevailing ideology on gender equity is different from the one in Oslo2011.

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**PART II:**

**Supplementary Theory and Method**





# 1. Introduction<sup>2</sup>

Leadership is a term that has been defined several times and in different ways (Northouse, 2010; Stogdill, 1974; Yukl, 2008). Stogdill (1974) found “that there are almost as many definitions of leadership as there are persons who have tried to define the concept” (p. 7). Yukl (2008) claims that the term leadership is imprecise and ambiguous, and can be confused with terms such as management, administration, power, authority, and control. The most significant confusion lies in the similarities between leadership and management. Both leadership and management require influence of groups of people that are trying to reach a common goal, but the overall mission and activities are different. According to Northouse (2010) management produces order and consistency, while leadership produces change and movement. Leadership is dealing with the process, while management is taking care of the coordination of the process. Even though there are several ways to define leadership there are some components that are central in many definitions. Northouse (2010) mentions four such components: process, influence, group context, and goal attainment. From these four components Northouse (2010) defined leadership as “a process whereby an individual influences a group of individuals to achieve a common goal” (p. 3).

Within the field of leadership there exists several leadership theories, which describe leader behaviour (e.g. transactional leadership and transformational leadership). However, leadership research in sport management has mainly focused on coaches, athletic directors, and some managers of national sport organizations, but there is a lack of research on leadership and leaders in major sporting events (Parent, Olver, & Séguin, 2009). In their research, Parent et al. (2009) did a review of eight different leadership theories with the aim to find the leadership theory that best described leadership at the upper-management level in major sporting events. Charismatic, transformational, transactional, least preferred co-worker (LPC), leader-member-exchange (LMX), path-goal, multiple-linkage and cognitive resources were the leadership theories reviewed. From these eight theories, they found three theories that could help understand leadership in a major sporting event: charismatic,

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<sup>2</sup> Even though Part II is supplementary theory and method to the article, there are only a few paragraphs that are additional and different from the conceptual framework in the article (*‘Introduction’* and *‘Situational Influence on the Intervening Variables’*). However, *‘Method and Research Design’* is quite different from the article.

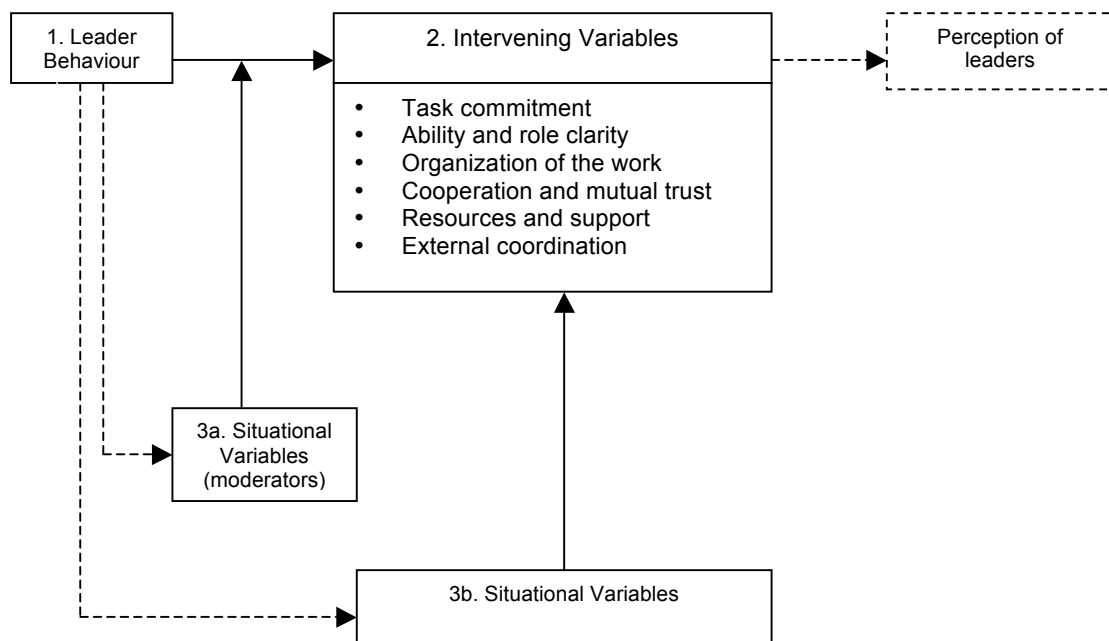
transformational, and the multiple-linkage model. A charismatic leader will have the ability to unite people working in the same workgroup, which can be important in an event organization when trying to reach a common goal in a limited timeframe.

However, this theory only focuses on the leader of the organization, not reviewing other important aspects within an event organization. Transformational leadership theory is closely connected to charismatic leadership, as both leadership styles inspire followers to perform. In this way Parent et al. (2009) claimed that these two theories include some important aspects of an event organization. However, their conclusion was that Yukl's (2008) multiple-linkage model "offered the best understanding of leadership in major sporting events" (Parent et al., 2009, p. 180) because major sporting events not only need examination of the leader, but also examination of the organization, the work to be done, and the stakeholders (Parent et al., 2009).

Several researchers have argued that there are few women leaders in society at large (Aitchinson, 2005; Alvesson & Billing, 2009; Cotter, Hermsen, Ovadia, & Vanneman, 2001; Pai & Vaidya, 2006; Sartore & Cunningham, 2007; Storvik, 2002; Yukl, 2008). In Norway, women constitute 47 percent of the workforce, but only 31 percent of all leaders, and only 20 percent of top leaders, are women (Hirsch et al., 2010). However, female leaders in Norwegian sport organizations are more prominent compared to sport organizations in most other countries (Ottesen, Skirstad, Pfister, & Habermann, 2010). The sport event organization responsible for organizing the International Ski Federation's (FIS) Nordic World Ski Championship 2011 was an example of female leaders as prominent in sport organizations. The sport event organization will in this study be addressed as Oslo2011. The compound of males and females in the sport event organization was the reason why Oslo2011 was chosen the case for this study. Oslo2011 had a female chief executive officer (CEO), the leader group consisted of five men and five women, and there were 26 female employees out of a total number of 40 employees (65 percent females). This compound of male and female employees was unique looking at major sporting events, which made Oslo2011 an interesting case to study.

## 2. Conceptual Framework

According to Yukl (2008) the multiple-linkage model is one of the first contingency theories that focus on leadership at group level. The model describes how leader behaviour, intervening variables, and several situational variables affect and determine the performance of a work unit. So far no studies have empirically tested if this is the case. In their study, Parent and colleagues' (2009) focus where of which leadership theory that best described leadership in major sporting events, they did not review whether or not the multiple-linkage model was applicable for addressing a work unit's effectiveness. As mentioned earlier the multiple-linkage model is according to Parent et al. (2009) the leadership theory that review most aspects of event leadership compared to other leadership theories. For this reason we have chosen to focus on different categories of variables within the multiple-linkage model, in order to understand if these variables also can affect followers' perception of leaders in an event organization (see figure 1). The three categories are: leader behaviour, intervening variables, and situational variables.



**Figure 1:** Casual relationships among the variables from Yukl's (2008) multiple-linkage model, which may influence perception of leaders in Oslo2011.

According to Yukl (2008) the variables interact with each other and determine a work unit's effectiveness. However, this study tried to understand if interaction among the variables also could affect followers' perception of leaders in an event organization. In this way perception of leaders may be affected by leader behaviour. Leader behaviour is in this study categorized as either masculine or feminine. Masculine and feminine leader behaviour will directly influence the intervening variables (e.g. task commitment), and indirectly influence the different situational variables. Situational variables (see table 1) can influence the intervening variables independently of anything done by the leader (Yukl, 2008), and situational variables may moderate the affect masculine and feminine leader behaviour have on the intervening variables. As Yukl (2008) did not explain the moderating situational variables in detail, we have chosen to let these variables comprehend contextual variables within the organization Oslo2011. These contextual variables are: organizational culture, followers' perception of the ideal leader, and followers' prior experience with male and female leaders. Through the affect masculine and feminine leader behaviour, and different situational variables have on the intervening variables, intervening variables may determine followers' perception of leaders.

As one can understand from the above description, the multiple-linkage model is complex, which may have hindered the use of the model in past research (Parent et al., 2009). However, by conducting a qualitative study, we have utilised several variables within the model in order to understand leadership in a major sporting event, and to understand followers' perception of leaders. In this way, this research is one of the first studies to empirically test variables from the multiple-linkage model.

## ***2.1 Interpretation of the Three Categories of Variables***

The following paragraphs will describe how leader behaviour, the intervening variables, and the situational variables are interpreted in this study. The last section will exhibit limitations within the conceptual framework used in this study.

### **2.1.1 Masculine and Feminine Leader Behaviour**

For the purpose of this study we propose that leader behaviour can be categorized as either masculine or feminine. Traditionally men have been ascribed with masculine traits and women with feminine traits, which have made the categories vague and

difficult to utilize (Alvesson & Billing, 2009). However, Alvesson & Billing (2009) claim that masculinities and femininities are valuable interpretative tools and useful concepts as “they offer an alternative to the fixation on ‘men’ and ‘women’ ” (p. 71). Within this study we aim to look at masculinities and femininities as categories that not only describe the physical sexes (male and female), but rather as concepts that can describe non-sexual phenomena. Masculinities and femininities are categories “situated within and grow from specific social, political, and historical conditions, and are influenced in part by all other social relations, including class, race, ethnicity, nationality, religion, age, and sexual identity. (...) its meaning and consequences are socially constructed” (Ely & Meyerson, 2000, p. 114). Because the two categories are socially constructed, they descend from certain cultures and ‘places’ in history (Alvesson & Billing, 2009).

According to Hines (1992) masculinity is described as “hard, dry, impersonal, objective, explicit, outer-focused, action-oriented, analytic, dualistic, quantitative, linear, rationalist, reductionist and materialist” (p. 328). Alvesson and Billing (2009) claim that “the concept of masculinity overlaps with what Marshall (1993) views as male values or the male principle: self-assertation, separation, independence, control, competition, focused perception, rationality, analysis etc.” (p. 72-73). Femininity is described with opposite features. Hines (1992) claims that femininity is more concerned with feelings. Female values or the female principle is characterized by interdependence, cooperation, receptivity, merging, acceptance, awareness of patterns, wholes and contexts, emotional tone, personalistic perception, being, intuition, and synthesizing (Marshall, 1993). Put in other words, masculine traits are traditionally considered and described as confident, strong, independent, competitive, objective and focused, while feminine traits are traditionally considered and described as helpful, caring, supporting, emotional, developing, and empowering (Alvesson & Billing, 2009; Sartore & Cunningham, 2007; Yukl, 2008). These descriptions of masculinity and femininity will be used as interpretative tools when analyzing followers’ perception of their male and female leaders in Oslo2011.

### **2.1.2 Intervening Variables**

The intervening variables contain six different variables, which link leader behaviour to the outcome of the intervening variables (Yukl, 2008). The six intervening variables are:

7. *Task commitment.* The extent to which unit members strive to attain a high level of performance and show a high degree of personal commitment to unit task objectives.
8. *Ability and role clarity.* The extent to which unit members understand their individual job responsibilities, know what to do and have the skills to do it.
9. *Organization of the work.* The extent to which effective performance strategies are used to attain unit task objectives and the work is organized to ensure efficient utilization of personnel, equipment, and facilities.
10. *Cooperation and mutual trust.* The extent to which group members trust each other, share information and ideas, help each other, and identify with the work unit.
11. *Resources and support.* The extent to which the group has the budgetary funds, tools, equipment, supplies, personnel, and facilities needed to do the work, and necessary information or assistance from other units.
12. *External coordination.* The extent to which activities of the work unit are synchronized with the interdependent activities in other parts of the organization and other organizations (e.g. suppliers, clients, joint venture partners). (Yukl, 2008, pp. 220-21)

Each variable is essential to good leadership. Which variable that is of most importance will depend on the work group in the organization. Even though Yukl (2008) mention that the intervening variables determine work group effectiveness, we aim to review if these variables also can affect followers' perceptions of male and female leaders in a major sporting event.

### **2.1.3 Situational Variables**

In this study the situational variables are contextual and affect the outcome of the intervening variables in two different ways. They moderate the influence masculine and feminine leader behaviour has on the intervening variables, and they directly influence the intervening variables.

## **Situational Variables as Moderators**

The context of this study determines the situational variables that moderate the affect of leader behaviour. We have chosen to focus on three situational variables as moderators for masculine and feminine leader behaviour: the organizational culture, perceptions of the ideal leader, and prior experience with male and female leaders. As Oslo2011 was situated in Norway, the organizational culture in Oslo2011 was affected by the Norwegian culture. Norway has a cultural code, where characteristics like honesty, kindness, tolerance, and democracy, etc. are admired. These characteristics are deeply embedded in the Norwegian culture together with egalitarian structures and moral values (Skarpenes, 2007). People should be treated equally regardless of religion, gender, or cultural background. The organizational culture in Oslo2011 was influenced by the Norwegian culture, and egalitarian philosophy in the society.

Egalitarian ideology implies that masculine and feminine leadership traits should be equally valued. Even though men, traditionally viewed as masculine, hold most of the leading positions in Norwegian organizations (Hirsch et al., 2010), the Norwegian culture views both feminine and masculine leadership traits as desirable and efficient in organizational work (Strand, 2007). Due to egalitarianism, leaders in Oslo2011 would have to possess both masculine and feminine leadership traits regardless of their sex.

As mentioned above, the two other situational variables, which moderate masculine or feminine leader behaviour, were perceptions of the ideal leader and prior experiences with male and female leaders. Because men have been, and still are, the ones holding most leadership positions in organizations (Pfister, 2010; Shaw & Slack, 2002; Storvik, 2002), the ideal leader is traditionally ascribed with masculine leadership traits (Storvik, 2002), as men traditionally are perceived as masculine (Alvesson & Billing, 2009). This traditional view of the ideal leader as masculine may influence followers' perception of the ideal leader, which again will influence followers' perceptions of their male and female leaders. With basis in Lord and Hall's (2003) description of leadership perceptions, van Knippenberg, van Knippenberg, Cremer and Hogg (2004) claim, "leadership perceptions (e.g. perceptions of effective leadership) are influenced by the extent to which leaders' characteristics match followers' implicit theories of good leadership" (p. 843). In other words, perceptions of the ideal leader influence the way followers perceive their leaders. Followers' prior experience with male and female leaders will also influence the way followers perceive their leaders in

Oslo2011, because prior experiences influence the way people perceive their world (Scott, 2008).

### **Situational Influence on the Intervening Variables**

Situations can influence the intervening variables independently of anything done by the leader (Yukl, 2008), and each variable is influenced by different situations within an organization

*Task commitment* is influenced by reward systems and intrinsic motivation from the work in it self. Task commitment is likely to be high if members are offered rewards for performance and/or if the work contributes to intrinsic motivation by challenging, varied, and interesting tasks.

*Ability* is influenced by the recruitment and selection systems. If these systems are comprehensive it is more likely that an organization will attract qualified employees with high ability. Experiences and training that each employee have prior to entering an organization will also affect ability. Great experience and good training is most likely to result in high ability among employees.

*Role clarity* is affected by an employee's prior experience, the structure of the task, and external dependencies. Role clarity will be high when the task is simple, when there are rules and regulations controlling the work, and/or when an employee has great experience.

*Organization of the work* is affected by the technology used in the organization and the competitive strategies within an organization. When a task is simple and repetitive, the leadership group is more likely to impose the procedures that are used in the organization, than when a task is complex and variable.

*Resources and support* is influenced by procurement systems, inventory control systems, budgetary systems, and economic conditions in the organization. If an organization is growing, the organization is more likely to gain resources and support.

The sixth and last intervening variable in the multiple-linkage model, *external coordination*, is influenced by the formal structure of an organization. High lateral interdependence increases coordination needed from top-level management to the subordinate units in an organization.

These situational variables derive from Yukl (2008) and are examples of what may affect the intervening variables in an organization. It is not certain that all these



situational variables will affect the intervening variables within Oslo2011, and there might be some situational variables not mentioned by Yukl (2008) that will influence the intervening variables in the organization. Table 1 provides an overview of the situational variables explained above.

**Table 1:** *Situational variables which affect the intervening variables independently of anything done by the leader.*

<b>Situational variables</b>	<b>Intervening variables</b>
<ul style="list-style-type: none"> <li>• Reward systems</li> <li>• Intrinsic motivation</li> </ul>	Task commitment
<ul style="list-style-type: none"> <li>• Recruitment and selection systems</li> <li>• Training (prior and during employment)</li> <li>• Employee prior experience</li> <li>• Structure of task</li> <li>• External dependencies</li> </ul>	Ability and role clarity
<ul style="list-style-type: none"> <li>• Technology</li> <li>• Competitive strategies</li> </ul>	Organization of the work
<ul style="list-style-type: none"> <li>• Group size</li> <li>• Stability of membership</li> <li>• Similarity among members</li> <li>• Reward systems</li> <li>• Organization of work</li> </ul>	Cooperation and mutual trust
<ul style="list-style-type: none"> <li>• Economic conditions</li> <li>• Budgetary systems</li> <li>• Procurement systems</li> <li>• Inventory control systems</li> </ul>	Resources and support
<ul style="list-style-type: none"> <li>• Formal structure</li> </ul>	External coordination

Even though situational variables can influence intervening variables independently of anything done by the leader, leader behaviour can correct deficiencies within a deficient intervening variable and improve group performance. A leader can also make things worse by not acting in the most effective way or not acting at all. The leader of a work unit might be able to solve a deficiency in one particular intervening variable, but it is the overall leadership behaviour that is of most importance to a work unit's performance (Yukl, 2008). Within this study, we aim to find if these statements also can apply to followers' perception of their male and female leaders, e.g. if leader behaviour is of most importance to followers' perception of leaders.

## **2.2 Limitations of the Conceptual Framework**

Due to the multiple-linkage model's complexity, there are some limitations within the conceptual framework used in this study. First, the interaction of different types of

leader behaviour and how they interact are not specified in the multiple-linkage model. However, we have chosen to look at different leader behaviours by analyzing masculine and feminine leadership traits, and in that way specified leader behaviour in this study. Second, the multiple-linkage model only describes short-term leader behaviour in detail, long-term actions is only described in general terms. Nevertheless, major sporting events are considered to be short-term organizations (Shone & Parry, 2004), which make the variables in the multiple-linkage model useful for this case. Third, the situational variables mentioned by Yukl (2008) might not be the only variables that influence the intervening variables. E.g. organizational structure is only mentioned by Yukl (2008) to influence external coordination, but may influence all the intervening variables in varying ways in Oslo2011. Regardless these limitations, Parent and colleagues' (2009) findings justify the use of variables from the multiple-linkage model as a conceptual framework in this study.

### **3. Method and Research Design**

This chapter explains the rationale for choosing case study as research design, and why this research took on a hermeneutical perspective. Sample for the study is presented before the methods used are explained, interview and observation. The two types of data analysis that were used is presented, inductive and deductive coding. Research credibility is analyzed before ethical considerations are presented.

This research was a qualitative study and took on a constructionist view (epistemology). When using qualitative methods the researcher might have to understand the thoughts, meanings and experiences of other people. For this study, the aim was to understand how followers in the sport event organization Oslo2011 perceived their male and female leaders, and in that regard I needed to interpret and understand followers' thoughts, meanings and experiences. Meaning is not only in the mind of a person or only in the world, meaning is constructed by the collaboration of the two (Crotty, 1998). In this study, meaning was constructed through both followers' thoughts and experiences, and my own interpretation of their thoughts and experiences. The meaning I gained from the followers was constructed, and therefore the reason why this research took on a constructionist view (epistemology).

### **3.1 Case Study**

This research was carried out as a case study. According to Yin (2009) “the distinctive need for case studies arises out of the desire to understand complex phenomena” (p. 4). The complex phenomenon in this case was followers’ perception of their male and female leaders in Oslo2011. Case studies are a common research strategy in many fields, and are “the preferred strategy when ‘how’ or ‘why’ questions are being posed, when the investigator has little control over events, and when the focus is on a contemporary phenomenon within some real-life context” (Yin, 2009, p. 2). Yin (2009) also points out that there are three different strategies for case studies: exploratory, descriptive and explanatory. An explanatory case study strategy was used in this study due to three reasons. First, the research question is formed as a *how-question*, and deals with operational links that needs to be traced over time. I asked followers in Oslo2011 about their leaders and gathered their perceptions within a timeframe of approximately three months. Second, when the researcher has little control over behavioral events one is more likely to use an explanatory case study strategy (Yin, 2009). During the period of interviewing and data gathering I had no control over the thoughts, perceptions and happenings in Oslo2011. Third, this case focused on a contemporary event – the organizing committee of the FIS Nordic Ski World Championship 2011. Oslo2011 only existed four years, from January 2007 until the end of May 2011, and the actual event only existed twelve days (February 23<sup>rd</sup> to March 6<sup>th</sup> 2011).

While Yin (2009) points out three different strategies for case studies, Stake (2005) divide case studies into three different categories: intrinsic, instrumental and collective (multiple) case studies. Looking into Stake’s (2005) categories, this study was a mix between intrinsic and instrumental case study. This study was intrinsic because it aimed to understand followers’ perception of their leaders in one particular organization, and the study was instrumental because it tried to provide insight to the perception of leaders in general. Because the study only focused on one organization, it was not a collective (multiple) case study, but a single case study. For the study to be a multiple case study, the findings would have had to be compared with findings from another case. E.g. compare followers’ perception of their leaders in Oslo2011 with findings from followers’ perception of their leaders in the Norwegian Ski Federation. Due to the limited timeframe, this was not possible. Yin (2009) mention five rationales for choosing a single case study: i) when the case meets all the conditions for testing a

theory, ii) when the case represents an extreme or unique case, iii) when the case capture conditions of an everyday situation, iv) when the investigator has the opportunity to observe and analyze a phenomenon before any scientific investigation, or v) when studying the same single case at two or more different points in time. Oslo2011 was a unique case when it came to the composition of male and female employees and leaders, which was the rationale for choosing a single case study in this research.

### **3.1.1 Interpretative Case Study**

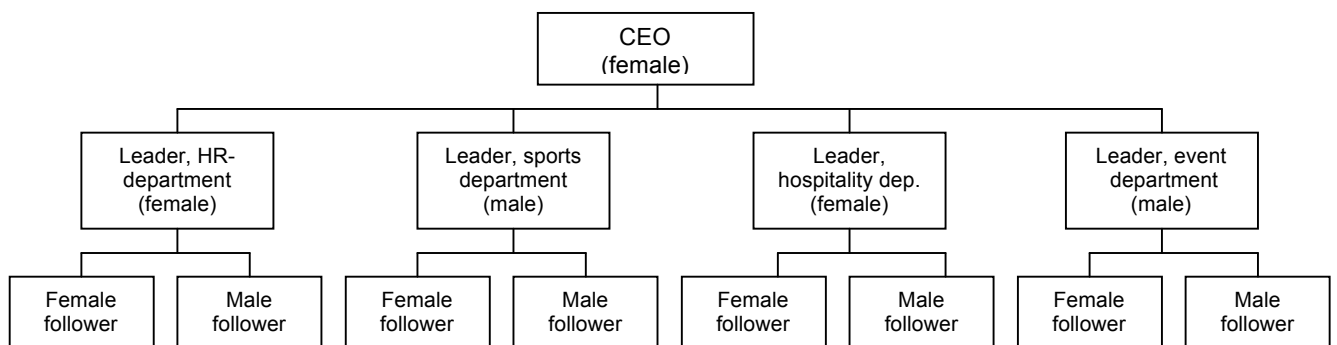
As mentioned above, this was a case study research because it tried to understand *how* followers perceived their leaders, there was little control over the event, and its focus was on a contemporary event. Case studies can be studied analytically or holistically, by repeated measures or hermeneutically, organically or culturally, and by mixed methods (Stake, 2005). For this particular case, the theoretical perspective was hermeneutical.

Interpretative research distinguishes it self from the explicative approach to research as it tries to find understanding and not only explanation. Hermeneutics is one out of three historical streams within interpretative research; the two other streams are phenomenology and symbolic interactionism (Crotty, 1998). “Hermeneutics derives from the Greek word ‘hermeneuin’, which means ‘to interpret’ or ‘to understand’ ” (Crotty, 1998, p. 88), and originally it had two parallel directions; biblical studies and the humanist study of ancient classics (Alvesson & Sköldberg, 2000). Føllesdal and Walløe (2000) define hermeneutics as “the study of understanding and how we should proceed to gain understanding” (p. 89). Within hermeneutics one talks about the ‘hermeneutic circle’, which is the circle of understanding. There exist several ways to conceptualize the hermeneutic circle, and one way is to “talk of understanding the whole through grasping its parts, and comprehending the meaning of parts through divining the whole” (Crotty, 1998, p. 92). In order to understand how followers perceived their male and female leaders, this means that I had to look at each follower’s background, experiences and thoughts on leadership. In addition, I had to review leadership in order to understand the background, experiences, and thoughts of each follower.

### 3.2 Sample

“In the broadest definition, sampling and selection are principles and procedures used to identify, chose, and gain access to relevant units which will be used for data generation by any method” (Mason, 1996, p. 83). There are two main sampling techniques: probability sampling and non-probability sampling (Saunders, Lewis, & Thornhill, 2007). Non-probability sampling was chosen as the sampling technique for this study. Within non-probability sampling there are several techniques, one of them are purposive sampling. Purposive sampling enables the researcher to use his/her judgement to select participants that will help answer the research question and meet the objectives of the research, but it is not suitable when one wants a statistically representative population (Saunders et al., 2007; Silverman, 2010). I used purposive sampling when electing representatives from Oslo2011 because it enabled me to choose participants with experience and knowledge, and participants who were most suitable for this study. However, the organization requested that the sample was made together with the leader of the human resource (HR) department to make sure that employees had capacity and time to participate.

Five different workgroups in the organization were chosen: the Sports department, the Event department, the HR department, the Hospitality department and the Executive Group. Within each department, one male follower, one female follower, and the leader of each department were participants in this study. The leaders of each department were all members of the Executive Group in Oslo2011 and therefore followers to the CEO.



*Figure 2: Organizational chart of all interviewed participants.*

Because the leaders of each department were leaders to the followers in their own department, and at the same time followers to the CEO, the four leaders of each

department had a double position in this study. To be able to distinct the two types of followers in this study, the followers to the CEO (leaders of each department) were addressed as *leaders*, and followers to the four department leaders were addressed as *followers*. In total, the sample contained of thirteen participants, seven females and six males. They were all Norwegian citizens, white males and females, with somewhat different education, and had different experience with working in a sport event organization.

### **3.3 Data Collection**

Case studies can be both quantitative and qualitative, and has its strengths in the ability to deal with a variety of data: documents, artifacts, interviews and observations (Yin, 2009). As this case was a qualitative study, it was carried out through interviews and observations. The following provides a description and rationale for the methods used.

#### **3.3.1 Interview**

Interviews are one of the most common methods used in qualitative research (Mason, 1996), and is a great tool when trying to explore the way other people experience and understand their world (Kvale, 2007). According to Rubin & Rubin (2005) “qualitative interviews are conversations in which a researcher gently guides a conversational partner in an extended discussion (...) and each conversation is unique” (p. 4). They can vary amongst science disciplines, and appear in different forms (Mason, 1996; Kvale, 1997; Kvale, 2007; Fontana & Frey, 2005). One can carry out interviews one-on-one or in groups, face-to-face or by telephone. They can be structured, semi-structured, or unstructured. For this study, all interviews were carried out as semi-structured interviews, face-to-face, with one follower at the time. Due to participants’ limited time schedule, all thirteen interviews were held at the organizations headquarter in the city centre of Oslo.

Kvale (1996) defines the semi-structured interview as “an interview whose purpose is to obtain descriptions of the life world of the interviewee with respect to interpreting the meaning of the described phenomena” (p. 5-6). As the purpose for this study was to understand other people’s perceptions, I had to interpret the meanings, feelings, and understandings that followers in Oslo2011 had about their male and female leaders. The semi-structured interview allows the researcher to cover several

topics and change the form of the questions to be able to follow up interesting aspects during the conversation (Kvale, 1996). This gives the interview a flexible form where the informant can give personal information about his/her own experiences and meanings (Yin, 2009). To be able to understand followers' perception of male and female leaders in Oslo2011, it was essential that participants (informants) gave me their own personal experience. To gain such information it is important for the researcher to interact with the informants, and make the informants feel comfortable in the situation (Grønmo, 2004). Because interviews were held at Oslo2011's headquarter, participants were in a familiar setting. Despite some interruptions, I tried to make the interviews calm and relaxed, which aimed to make participants as comfortable as possible.

The semi-structured interview requires the researcher to make an interview-guide, which is a tool where the researcher has created a set of questions to guide the conversation (Grønmo, 2004). In this way the researcher controls the main theme of the conversation, and leaves the informant with the possibility to answer in a wide range of responses. To guide the conversation in the direction that is of most interest to the researcher, he/she needs to prepare some follow-up questions and also use probes during the interview (Kvale, 2009; Rubin & Rubin, 2009). Participants were encouraged to give as much details as possible, and therefore all interviews were open to changes and other topics than what was planned in the interview guide. All participants were asked about how they view the ideal leader, and prior experiences with male and female leaders. Except the CEO, all participants were asked about different aspects of their own leader: characteristics, teamwork, conflicts, motivation, and training. In addition, each participant was asked questions about the six intervening variables in Yukl's (2008) multiple-linkage model. Each interview lasted between 25 and 55 minutes, and was recorded with an audio tape recorder. All interviews were transcribed consecutively.

The interview has its strengths in providing insight to the case and focus directly on the topic. It has weaknesses when it comes to the construction of questions, response bias, inaccuracies when recalling data, and reflexivity from the interviewee (Yin, 2009). Strengths and weaknesses for the interviews in this particular study will be elaborated when presenting research credibility.

### **3.3.2 Observation**

"Observation is the act of noting a phenomenon, often with instruments, and recording it for scientific purposes" (Angrosino, 2007, p. 54). In ethnographic observation the

researcher is involved in the observation setting, and during this study I was involved as an *observer-as-participant*. When the researcher is involved as an observer-as-participant, he/she is conducting observations for brief periods to set the context for the interview. In this type of observation the researcher is known to the participants of the study, but acts only as a researcher by for example taking notes (Angrosino, 2007).

Observations were conducted in a total of five different meetings at Oslo2011's headquarter, one meeting for each leader in the five workgroups (Sports department, Event department, HR department, Hospitality department, and the Executive Group). The meetings varied in duration, content, and number of followers. The main focus during observations was the leader of the meeting; leadership traits, interaction with participants, body language, team work, progress of the meeting, etc. Followers who attended the meeting, and which were participants in this study, were also observed. The interaction between the leader and these followers were of special interest as this gave indications to why followers viewed their leader in a certain way. Hand written field notes and other more personal impressions were written down during every meeting. Straight after a meeting, these notes were typed on a computer to create a collection of data together with the transcribed interviews.

Like interviews, observations also have strengths and weaknesses. Its strengths lies in the opportunity to cover the case in real time, the context of the event, and that it provides insight to interpersonal behavior. Observational weaknesses can be that the researcher provides bias by his/her presence, the method is time-consuming, and the case might proceed differently because it is observed (Yin, 2009). This study's observational strengths and weaknesses will be elaborated when presenting research credibility.

### **3.4 Data Analysis**

“The idea of analysis implies some kind of transformation. You start with some (often voluminous) collection of qualitative data and then you process it, through analytic procedures, into clear, understandable, insightful, trustworthy and even original analysis” (Gibbs, 2007, p. 1). To be able to understand how followers perceived their leaders in Oslo2011, I had to analyze interviews and observations in order to find meanings and interpretations which followers did, or did not have in common. The process of analysing data started during collection of data, and was done manually



during the whole research process. Transcriptions were done consecutively during data gathering, and notes from observations were typed on a computer right after a meeting, which enabled me to recall situational happenings during both interviews and observations. To ease the analyzing process and include situational happenings during interviews and observations, I chose to include incomplete sentences, mispronunciations, and interruptions (from other employees in the organization).

After transcriptions, coding of data started. Miles and Huberman (1994) claim that coding allows the researcher to differentiate and combine the data gathered, and that the coding process enables the researcher to identify meaningful data, which will give the researcher room for interpretation. According to Yin (2009) there are not many fixed strategies for analyzing data in case study research, and it depends mostly on the researchers own interpretation and presentation of findings. However, coding of data can be done in different ways to help the researcher's interpretation of data. Grønmo (2004) mentioned inductive and deductive coding. I used both types of coding to help me interpret and see connections between the data material. I started with inductive coding, also called *open coding*, where the empirical findings was the prime referent. Deductive coding was done on the basis of the conceptual framework used in this study. Table 1 exhibit an example of how deductive coding was done in this study.

**Table 2:** Example of inductive coding – followers' perception of their leaders in accordance to positive and negative leadership traits.

Code	Male leaders	Female leaders
<b>Pos. traits</b>	<p><b>Similar:</b></p> <ul style="list-style-type: none"> <li>- Good communicator</li> <li>- Including</li> <li>- Good to handle conflicts</li> <li>- Creates trust</li> <li>- Knowledgeable</li> <li>- Delegates responsibility</li> </ul> <p><b>Different:</b></p> <ul style="list-style-type: none"> <li>- Result oriented</li> <li>- Controlling</li> <li>- Structured</li> <li>- Friendly, with a good mood</li> </ul>	<p><b>Similar:</b></p> <ul style="list-style-type: none"> <li>- Good communicator</li> <li>- Including</li> <li>- Good to handle conflicts</li> <li>- Creates trust</li> <li>- Knowledgeable</li> <li>- Delegates responsibility</li> </ul> <p><b>Different:</b></p> <ul style="list-style-type: none"> <li>- Good networker</li> <li>- Good listener</li> <li>- Unafraid</li> <li>- Engaged (in employees)</li> </ul>
<b>Neg. traits</b>	<p><b>Similar:</b></p> <ul style="list-style-type: none"> <li>- Want to have control</li> <li>- Sometimes unstructured</li> </ul> <p><b>Different:</b></p> <ul style="list-style-type: none"> <li>- Does not always finish what he started</li> </ul>	<p><b>Similar:</b></p> <ul style="list-style-type: none"> <li>- Want to have control</li> <li>- Sometimes unstructured</li> </ul> <p><b>Different:</b></p> <ul style="list-style-type: none"> <li>- Not always good in conflicts</li> </ul>

Four main categories were made for both inductive and deductive coding in this study: ideal leadership traits, traits for leaders in Oslo2011, prior experience with male and female leaders, and intervening variables (from the multiple-linkage model). Subcategories for inductive coding (e.g. positive and negative traits) and deductive coding (e.g. masculine and feminine) were made to ease interpretation, and then put into a matrix to more easily find possible coherence within the data (Creswell, 2007). The two types of coding and matrixes enabled me to analyse the data from different angles and with different perspectives. Table 2 exhibit an example of how inductive coding was done in this study.

**Table 3:** Example of deductive coding – followers’ perception of their leaders in accordance to masculine and feminine leadership traits.

Code	Male leaders	Female leaders
<b>Masc. traits</b>	<p><b>Similar:</b></p> <ul style="list-style-type: none"> <li>- Progressive</li> <li>- Want to have control</li> </ul> <p><b>Different:</b></p> <ul style="list-style-type: none"> <li>- Result oriented</li> </ul>	<p><b>Similar:</b></p> <ul style="list-style-type: none"> <li>- Progressive</li> <li>- Want to have control (to much)</li> </ul> <p><b>Different:</b></p> <ul style="list-style-type: none"> <li>- Unafraid</li> </ul>
<b>Fem. traits</b>	<p><b>Similar:</b></p> <ul style="list-style-type: none"> <li>- Good communicator</li> <li>- Including</li> <li>- Creates trust</li> <li>- Delegates responsibility</li> </ul> <p><b>Different:</b></p> <ul style="list-style-type: none"> <li>- Friendly, with a good mood</li> </ul>	<p><b>Similar:</b></p> <ul style="list-style-type: none"> <li>- Good communicator</li> <li>- Including</li> <li>- Creates trust</li> <li>- Delegates responsibility</li> </ul> <p><b>Different:</b></p> <ul style="list-style-type: none"> <li>- Good listener</li> </ul>

### 3.5 Research credibility

The credibility of a research is often analyzed through reliability, validity and generalization (Kvale, 1997). The objective of reliability is to design a study that is *reliable*. This means that if you (or another researcher) were to repeat the same case study, you should gain the same findings and conclusions the second time (Yin, 2009). Yin (2009) points out the need for sufficient documentation to make a research reliable. During this research, notes were written down before, during and after each data collection. Registrations of what went well and what could have been done differently were written down. In this regard it could be possible to repeat the study. However, it is important to note that total reliability is difficult to obtain as the time and place for a case study is difficult to reconstruct. As this research takes on a hermeneutic approach,

where the research is influenced by the researchers own interpretations, it might be a different outcome due to different interpretations by researchers.

“Validation rests on the quality of the researcher’s craftsmanship throughout an investigation, continually checking, questioning and theoretically interpreting the findings” (Kvale, 2007, p. 123). Throughout the research process I tried to check and question the sources of invalidity: the interview guide, transcriptions and translations, sensitivity of topic, the sample procedure, and my role as a researcher. The interview guide was evaluated several times, changed, and evaluated again, hoping to create understandable questions for participants to answer. Transcription of the interviews was done consecutively to be able to recall the moods during the interviews, and translation of statements used in the final report was done thoroughly. I am aware of the bias that can be a part of this study because of my role as a researcher. Followers’ responses during interviews, and actions during observations might have been affected by the fact that they knew I was analyzing their responses and actions. However, I tried to be as neutral as possible to limit this bias. The subject of this study might also create a bias due to the questions about male and female leaders. Some followers may have viewed this subject as sensitive, especially since I am a woman. The followers may have given me answers they believed were of most interest to me, not giving me their actual thoughts. A third possible source of bias is the sampling technique used in this study. As the leader of the HR department helped me choose participants, she might have influenced the sample by electing participants that she knew would answer and act in order to make the organization look good. To minimize the bias of me as a researcher, the issue with a sensitive subject, and the sampling procedure, I used more than one method – methodological triangulation. Triangulation is the use of multiple sources of evidence to make a study as valid as possible (Yin, 2009).

Generalization can be understood as whether or not results are transferable to other subjects and situations (Kvale, 2007). Because this is a single case study, the case is unique and has only gathered results from one single organization (Oslo211). For these two reasons, it will be difficult to generalize this particular case to other situations, or to the public at large. However, the findings might be used as a guide to what might occur in another study. This is called analytical generalization, where it is the reader (not the researcher) who decides whether the findings can be generalized to another study or situation (Kvale, 2007).

### **3.6 Ethics**

Within all social science research there are several ethical issues that need to be addressed: informed consent by the participants, participant confidentiality, consequences of participation, and the researchers role in the study (Kvale, 2007).

All thirteen participants were informed about the purpose of the study, confidentiality, which people had access to data material, the possibility of the material to be published, and the participants right to withdraw from the study at any time. Because the organization studied was more or less known to the public, all participants were informed about the chance that some people, who knew the organization well, might have been able to recognize the participants.

As a researcher it is important to remain a professional distance to the participants (Kvale, 2007). When conducting interviews and observations I felt that the professional distance was kept. Collection of data was done in a short period of time, which made it easy to keep the relationships professional.

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# Attachments

## Attachment 1 - Interview Guide, Followers

### 1. Introduction:

- a. Reason for the interview
- b. Participant's background

### 2. Leadership and leadership traits:

- a. Can you describe your ideal leader, what traits do that leader possess?
- b. How do the ideal leader handle conflicts?
- c. How does your leader in Oslo2011 fit into your picture of the ideal leader?
- d. How does your leader in Oslo2011 handle conflicts?
- e. Are there any leadership traits that are more important than others when working in a team?
- f. How does your leader in Oslo2011 contribute to teamwork?
- g. What is your prior experience with male and female leaders?
  - Is there a difference between male and female leaders?
  - Does this experience affect the way you act towards male/female leaders?

### 3. Multiple-linkage model (conceptual framework):

- a. What motivates you for the job in Oslo2011?
- b. How did you get the job, and how was the selection/recruitment process?
- c. Did you need any training before entering the organization?
  - If you needed training, did you get it?
- d. Are your specific job tasks in the organization clear to you?
  - Why/why not?
- e. How important is technology for the job you do in the organization?
  - How does it work?
- f. To what degree is your leader in Oslo2011 able to procure resources?

## Attachment 2 - Interview Guide, Leaders

### 1. Introduction:

- a. Reason for the interview
- b. Participant's background

### 2. Leadership and leadership traits:

- a. Can you describe your ideal leader, what traits do that leader possess?
- b. How do the ideal leader handle conflicts?
- c. How does your leader in Oslo2011 fit into your picture of the ideal leader?
  - How do you, as a leader, fit into your picture of the ideal leader?
- d. How does your leader in Oslo2011 handle conflicts?
  - How do you, as a leader, handle conflicts?
- e. Are there any leadership traits that are more important than others when working in a team?
- f. How does your leader in Oslo2011 contribute to teamwork?
  - How do you, as a leader, contribute to teamwork?
- g. What is your prior experience with male and female leaders?
  - Is there a difference between male and female leaders?
  - Does this experience affect the way you act towards male/female leaders?

### 3. Multiple-linkage model (conceptual framework):

- a. What motivates you for the job in Oslo2011?
- b. How did you get the job, and how was the selection/recruitment process?
- c. Did you need any training before entering the organization?
  - If you needed training, did you get it?
- d. Are your specific job tasks in the organization clear to you?
  - Why/why not?
- e. How important is technology for the job you do in the organization?
  - How does it work?
- f. To what degree is your leader in Oslo2011 able to procure resources?
  - To what degree are you able to procure resources?

## **Attachment 3 – Interview Guide, CEO**

### 1. Introduction:

- a. Reason for the interview
- b. Participant's background

### 2. Leadership and leadership traits:

- a. Can you describe your ideal leader, what traits do that leader possess?
- b. How do the ideal leader handle conflicts?
- c. How do you, as a leader, fit into your picture of the ideal leader?
- d. How do you, as a leader, handle conflicts?
- e. Are there any leadership traits that are more important than others when working in a team?
- f. How do you, as a leader, contribute to teamwork?
- g. What is your prior experience with male and female leaders?
  - Is there a difference between male and female leaders?
  - Does this experience affect the way you act towards male/female leaders?

### 3. Multiple-linkage model (conceptual framework):

- a. What motivates you for the job in Oslo2011?
- b. How did you get the job, and how was the selection/recruitment process?
- c. Did you need any training before entering the organization?
  - If you needed training, did you get it?
- d. Are your specific job tasks in the organization clear to you?
  - Why/why not?
- e. How important is technology for the job you do in the organization?
  - How does it work?
- f. To what degree are you able to procure recourses?

## **Attachment 4 – Observational scheme, work group meetings**

1. Overall impression of the meeting:
  - a. Number of participants
  - b. Formal/informal
  - c. Structured/unstructured
  - d. Length of meeting (time)
  - e. Mood
  
2. Leader of the meeting
  - a. Positive leadership traits
  - b. Negative leadership traits
  - c. Masculine leadership traits
  - d. Feminine leadership traits
  - e. Interaction with participants/team work
  - f. Body language
  - g. Connection with followers (participants in study)
  
3. Followers
  - a. Participation
  - b. Connection with leader
  
4. Unforeseen events/happenings

## **Attachment 5 – samtykke skjema – followers, leaders and CEO**

### **Forespørsel om deltakelse i forskningsstudie**

**28.10.10**

#### **“Hvordan oppfatter medarbeidere sine ledere?”**

#### **Norges Idrettshøgskole 2009/2011**

Dette er et skjema med forespørsel om du ønsker å delta i en forskningsstudie ved Norges Idrettshøgskole. Studien har som formål å hente opplysninger om ledere i ulike avdelinger i Oslo2011-AS. Du blir forespurt om å være informant i studien ettersom du jobber i en av avdelingene i Oslo2011-AS og av den grunn sitter inne med mye nyttig informasjon og erfaring om hvordan din leder opptrer og samarbeider med sine medarbeidere.

Masterstudent Kaja Osnes Græsholt skal gjennomføre studien. Førsteamanuensis ved Norges Idrettshøgskole, Berit Skirstad, er veileder for studien. Stipendiat ved Norges Idrettshøgskole, Thor Christian Bjørnstad, er bi-veileder for studien.

Det skal innhentes opplysninger fra ansatte (ledere og medarbeidere) som jobber i Oslo2011-AS. Som informant i studien vil du bli intervjuet om ulike forhold ved din leder. I tillegg vil masterstudenten observere deg, dine medarbeidere og din leder under et avdelingsmøte. Informasjonen du velger å gi studenten vil bli behandlet konfidensielt og kun være tilgjengelig for masterstudenten og veilederne.

En kode knytter deg til dine opplysninger og uttalelser gjennom en navneliste. Denne koblingsnøkkelen oppbevares atskilt fra datamaterialet og det er kun studenten som vil ha tilgang til den. Personer som kjenner organisasjonen godt vil kunne identifisere enkeltpersoner indirekte, og du får mulighet til å lese egne uttalelser som blir brukt i studien før den endelig rapporten blir publisert.

Det er frivillig å delta i studien. Dersom du ønsker å delta, undertegner du samtykkeerklæringen nederst på siden. Du kan når som helst i løpet av forskningsprosessen velge å trekke deg fra studien, uten å oppgi grunn. Dersom du skulle velge å trekke deg fra studien, vil allerede innhentet informasjon bli makulert.

Vennlig hilsen

Kaja Osnes Græsholt

Masterstudent i Sport Management, Norges Idrettshøgskole

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#### **Samtykkeerklæring:**

**Jeg er villig til å delta i studien.**

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(Signert av prosjektdeltaker, dato)

**Jeg bekrefter å ha gitt informasjon om studien.**

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(Signert av masterstudent, dato)

## Attachment 6 – Inductive Coding

1. Ideal leader:
  - a. Traits a leader should possess (positive)
  - b. Traits a leader should not possess (negative)
2. Leaders of Oslo2011:
  - a. Positive traits male leaders
  - b. Positive traits female leaders
  - c. Negative traits male leaders
  - d. Negative traits female leaders
3. Prior experience with male and female leaders:
  - a. Positive traits male leaders
  - b. Positive traits female leaders
  - c. Negative traits male leaders
  - d. Negative traits female leaders
4. Multiple-linkage model (the intervening variables):
  - 4.1. Motivation:
    - a. Cooperation, teamwork, the project, sports, excitement, rewards, pay...
  - 4.2. Hiring process:
    - a. Comprehensive
    - b. Not comprehensive
  - 4.3. Training:
    - a. Needed training/did not need training
    - b. Had training/did not have training
  - 4.4. Job tasks:
    - a. Clarity in job tasks/no clarity in job tasks
    - b. Rules, experience, structure
  - 4.5. Technology:
    - a. Volunteer portal (positive and negative)
    - b. Event portal (positive and negative)
  - 4.6. Resources:
    - a. Good at finding resources
    - b. Not good at finding resources

## Attachment 7 – Deductive Coding

1. Ideal leader:
  - a. Masculine traits
  - b. Feminine traits
  
2. Leaders of Oslo2011:
  - a. Masculine traits in male leaders
  - b. Masculine traits in female leaders
  - c. Feminine traits in male leaders
  - d. Feminine traits in female leaders
  
3. Prior experience with male and female leaders:
  - a. Masculine traits in male leaders
  - b. Masculine traits in female leaders
  - c. Feminine traits in male leaders
  - d. Feminine traits in female leaders
  
4. Multiple-linkage model (the intervening variables):
  - 4.1. Task Commitment:
    - a. Reward systems
    - b. Intrinsic motivation
  
  - 4.2. Ability:
    - a. Recruitment systems
    - b. Selection systems
    - c. Training
    - d. Prior experience
  
  - 4.3. Role clarity:
    - a. Prior experience
    - b. Structure of task
    - c. External dependencies
  
  - 4.4. Organization of the work:
    - a. Technology
    - b. Competitive strategies
  
  - 4.5. Cooperation and mutual trust:
    - a. Group size
    - b. Reward systems
    - c. Stability of membership
    - d. Organization of work
    - e. Similarity among members
    - f. Recruitment systems
  
  - 4.6. Resources and support:
    - a. Economic conditions
    - b. Budgetary systems
  
  - 4.7. External coordination
    - a. Formal structure

# Attachment 8 – Approved Application, Norsk Samfunnsvitenskapelige Datatjeneste (NSD)

Norsk samfunnsvitenskapelig datatjeneste AS  
NORWEGIAN SOCIAL SCIENCE DATA SERVICES



Hårfeld Hårfagres gate 29  
N-5007 Bergen  
Norway  
Tel: +47-55 58 21 17  
Fax: +47-55 58 96 50  
nsd@nsd.uib.no  
www.nsd.uib.no  
Org.nr. 985 321 884

Berit Skirstad  
Seksjon for kultur og samfunn  
Norges idrettshøgskole  
Postboks 4014 Ullevål stadion  
0806 OSLO

Vår dato: 14.09.2010

Vår ref: 24728 / 3 / MSS

Deres dato:

Deres ref:

## KVITTERING PÅ MELDING OM BEHANDLING AV PERSONOPPLYSNINGER

Vi viser til melding om behandling av personopplysninger, mottatt 02.08.2010. All nødvendig informasjon om prosjektet forelå i sin helhet 13.09.2010. Meldingen gjelder prosjektet:

24728	<i>The perception of leaders - a gender perspective</i>
Behandlingsansvarlig	<i>Norges idrettshøgskole, ved institusjonens overste leder</i>
Daglig ansvarlig	<i>Berit Skirstad</i>
Student	<i>Kaja Osnes Grøsholt</i>

Personvernombudet har vurdert prosjektet og finner at behandlingen av personopplysninger er meldepliktig i henhold til personopplysningsloven § 31. Behandlingen tilfredsstiller kravene i personopplysningsloven.

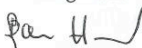
Personvernombudets vurdering forutsetter at prosjektet gjennomføres i tråd med opplysningene gitt i meldeskjemaet, korrespondanse med ombudet, vedlagte prosjektvurdering - kommentarer samt personopplysningsloven/-helseregisterloven med forskrifter. Behandlingen av personopplysninger kan settes i gang.

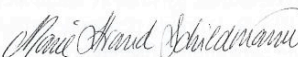
Det gjøres oppmerksom på at det skal gis ny melding dersom behandlingen endres i forhold til de opplysninger som ligger til grunn for personvernombudets vurdering. Endringsmeldinger gis via et eget skjema, [http://www.nsd.uib.no/personvern/forsk\\_stud/skjema.html](http://www.nsd.uib.no/personvern/forsk_stud/skjema.html). Det skal også gis melding etter tre år dersom prosjektet fortsatt pågår. Meldinger skal skje skriftlig til ombudet.

Personvernombudet har lagt ut opplysninger om prosjektet i en offentlig database, <http://www.nsd.uib.no/personvern/prosjektoversikt.jsp>.

Personvernombudet vil ved prosjektets avslutning, 31.05.2011, rette en henvendelse angående status for behandlingen av personopplysninger.

Vennlig hilsen

  
Bjørn Henriksen

  
Marie Strand Schildmann

Kontaktperson: Marie Strand Schildmann tlf: 55 58 31 52  
Vedlegg: Prosjektvurdering  
Kopi: Kaja Osnes Grøsholt, Knut Alvssonsvei 21, 0574 OSLO

Avdelingskontorer / District Offices:

OSLO: NSD, Universitetet i Oslo, Postboks 1055 Blindern, 0316 Oslo. Tel: +47-22 85 52 11. nsd@uio.no

TRONDHEIM: NSD, Norges teknisk-naturvitenskapelige universitet, 7491 Trondheim. Tel: +47-73 59 19 07. kyrr.svarva@svt.ntnu.no

TROMSØ: NSD, SVF, Universitetet i Tromsø, 9037 Tromsø. Tel: +47-77 64 43 36. nsdmaa@sv.uit.no





Prosjektet er en undersøkelse av hvordan ansatte i organisasjonen Oslo2011 betrakter sine ledere, og hvorvidt kjønn er av betydning i denne sammenhengen. Undersøkelsen består av kvalitative intervjuer.

Utvalget vil bestå av 8 personer fordelt på fire avdelinger i organisasjonen. Førstegangskontakt med organisasjonen er opprettet av daglig ansvarlig/veileder, da det allerede eksisterer et samarbeid mellom Norges Idrettshøgskole og organisasjonen.

Student formidler forespørsel til utvalget gjennom kontaktperson i Oslo2011.

Personvernombudet finner informasjonsskriv til utvalget av 13.09.2010 (intervjuundersøkelsen) tilfredsstillende. Ombudet finner informasjonsskriv av 06.09.2010 til tredjeperson (leder) tilfredsstillende. Det innhentes skriftlig samtykke fra tredjeperson. De øvrige ansatte ved de fire avdelingene informeres skriftlig om undersøkelsen og om at det ikke vil registreres opplysninger om dem.

Datamaterialet innhentes gjennom personlige intervjuer og observasjon under avdelingsmøter i de fire avdelingene.

Det innhentes direkte personidentifiserende opplysninger i form av navn og kontaktinformasjon. Det registreres bakgrunnsopplysninger om kjønn, alder og stilling i organisasjonen. Stilling forstås her som leder/ansatt/frivillig, jf. e-post av 06.09.2010. Det innhentes opplysninger om tredjeperson (leder). Det innhentes opplysninger om utvalgets tanker og vurderinger av ledere generelt, men også av den enkeltes leder på arbeidsplassen. Ombudet legger til grunn at utvalget informeres om at de vil kunne identifiseres indirekte av personer som kjenner organisasjonen godt, og at de vil få anledning til å lese og godkjenne egne uttalelser som skal publiseres, jf. informasjonsskriv av 13.09.2010.

Prosjektslutt er 31.05.2011. Datamaterialet lagres ved Norges Idrettshøgskole med personopplysninger i to år, frem til 31.05.2013 for mulige oppfølgingsstudier. Personvernombudet legger til grunn at det innhentes samtykke til lagringen og at utvalget kontaktes og det innhentes nytt samtykke ved enhver ny bruk av datamaterialet, jf. e-post og informasjonsskriv av 06.09.2010. Senest 31.05.2013 skal direkte personidentifiserende opplysninger, koblingsnøkkel og lydfiler slettes. Indirekte personidentifiserende opplysninger som f.eks. navn på avdeling, alder, kjønn og stilling, fjernes, omskrives eller grovkategoriseres. Datamaterialet vil fremstå som anonymt bortsett fra for personer med særskilt kunnskap om organisasjonen.





