AN INVESTIGATION INTO LEADERSHIP PRACTICES AND PERFORMANCE OF NEWSPAPERS IN NORWAY AND SWEDEN

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Doctor of Business Administration

By

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Abstract

This thesis is about leadership and performance in newspapers in Norway and Sweden, but it applies to the management and leadership of other media as well. The newspaper industry is in a period of great change, with new challenges from the market, declining readership, the influences of the Internet, new production methods and new ownership models.

An investigation has been carried out into the leadership and performance of Norwegian and Swedish newspapers. The research looks at leadership behaviours and processes in relation to objective and subjective performance criteria. Questionnaires on leadership behaviours, based on the Leadership Practices Inventory (Kouzes and Posner 1995), as well as constructs of planning and objective and subjective performance data, form the basis of the research. The research shows that the LPI model does not conform directly to the 5-factor model proposed by the original LPI research, but rather as a 3-factor model.

Three main contributions can be drawn from the study of 147 leaders in newspapers in the two countries. First, that a strategic perspective as a basis for leadership is important for the performance of the newspaper. Second, that collaboration and motivation seem to be the most important elements of leadership practices. Third, that a holistic view of the leadership process and transformational leadership practices lead to better robustness and competitiveness for the newspapers.

Foreword

The process of working towards a doctorate is just what my first supervisor, professor Pat Joynt, expressed about ten years ago: *It is like a tunnel – deep and dark in the middle.* As I write these lines I have set the final punctuation mark in the thesis, thus closing the greatest and most comprehensive educational experience of my life. Little did I know when I started the process in September 1992, that it would take more than 10 years to complete, due to different circumstances, personally and professionally. I had completed Stage 1 in late 1994 and was working my way into stage 2, when an illness struck in the autumn of 1995. After recovering about a year later, the mental distance towards the completion of the thesis seemed further away than any time before. But I never really left it out of my mind, and in 2001 a renewed contact with Pat Joynt made me think about getting back on track. And so I did. This time the process has been rather quick, thanks to the fact that I could build upon previous work to some extent. But every word in the thesis had to be written all over again and I could not use any of my previous research data because of the time gap.

Remember, when I started researching in 1992 the Internet was not yet made public, and this has changed both the way the research process has been carried out, as well as the foundation of the newspaper industry that I work in.

Now, at the end of the journey, I must make some acknowledgements to important people in this process. First and foremost to my first supervisor, Professor Pat Joynt for his patience and wise direction, both pushing and pulling me through this process. Then to my second supervisor, Professor Arthur Money, for working with me on the statistics, and showing me some useful new techniques and models. My doctoral colleague – Dag Aadne Sandbakken has shared some of my frustrations and provided useful inputs – thanks Dag. Thanks also to the management and staff at Henley Management College for all assistance on my re-entry into the programme. Then of course to the many newspaper executives - editors and managers that I have been in contact with during all these years, providing the basis for the research, providing the base for studies and discussion and for showing interest in my work.

And this doctorate would not have been possible without the love and enthusiasm of my dear wife Torill, whose encouragement and support has pulled me out of my despair at times when things have not been that easy – in a combination of a heavy travel schedule, challenging and demanding projects and clients as well as the demands of the doctorate and our private life. You have been there all the time.

Drammen, May 2003
Erik Wilberg

Contents

1 Introduction

1.1 Scope and purpose of the research project

This thesis is written as a result of a process that has taken more than eleven years. I started out at HMC on DBA2 in September 1992, and had completed my stage 1 requirements by the end of 1995. Then a series of occurrences made it impossible for me to fulfill the requirements of a thesis at that time. Now, 7 years later, I have had the opportunity to start the process of writing the thesis and forming the research into a subject that has grown immensely in interest through my assignments as a management consultant to the Norwegian and Swedish newspaper industry for more than 13 years (18 years in Norway and 13 in Sweden). I have lived with the newspaper industry since 1977 and have experienced the ups and downs and challenges of the industry over the years. I have met editors and managers who have been excellent for their newspapers and some who have been disastrous. I have witnessed the dilemmas and hardships of driving through changes in the newspaper organization and the satisfaction and contentment when one has succeeded.
At last, taking the time to fulfill this project has been a tremendous challenge and personal development for me.

1.2 The newspaper organization as a study object?

Why is the newspaper organization interesting as a study object? After having lived in and with the industry for a quarter of a century I have seen and experienced that the industry has many challenges to delve into. A newspaper is "more than an ordinary product" they say. A newspaper is the "glue and magnifying glass" of a community. By bringing together a mix of news, opinion and a marketplace for the public, it brings something to be shared within the community. Besides the "assignment given us by the readership" as many editors say, the newspaper is a business enterprise and has an objective of being profitable, serving the interests of the shareholders and ultimately of the community. The new owners – represented by stock-exchange listed companies like Schibsted, Sanoma and Orkla, have introduced new challenges for the industry in order of profitability and investor policies.

Some studies, but not very many, have been performed within the industry (Furhoff 1972; Høyer 1975; Hall 1976; Weibull 1983; Gustafsson 1986; Ulvenes 1986; Sigfridsson 1993; Severinsson 1994; Bredal 1996; Demers 1996; Demers 1998; Melesko 1999; DagensMedier 2002; Roppen 2003).

From my search of the literature I have found little directly focused on the management and leadership of newspapers or media. Professor Gustafsson at the University of Gothenburg in Sweden has described the research into newspaper management as a "black hole". (Gustafsson 2001). There are, however, a few US dissertations (Gentry 1993; Neiva de Figurereido 1994) that describe managerial processes in the newspapers, some articles (Demers 1996; Picard 1996; Demers 1998) on structures and strategies, and very few theses (Sigfridsson 1993; Kuvaas 1998; Melesko 1999; Roppen 2003). To some extent the results can be applied to the Scandinavian context, but with the advent of the internet and new production methods, the earlier studies (pre. 1995) are not really relevant.

Looking at leadership theory, the books that have been written specifically on newspapers and media organizations are few and far between. The leadership chapters in them are a bit disappointing, both because they only cite general theories and because the discussions on the specifics of media leadership is quite anecdotal. One book (Lavine and Wackman 1988) has 16 pages devoted specifically to leadership of media organizations out of a total of 450. The other often cited book on newspapers (Fink 1996) has 23 pages out of 460 devoted to newspaper leadership. One interesting doctoral thesis on the field of *art management* was submitted in Norway in early 2002. (Wennes 2002). This thesis clearly states some of the complexities and contradictions within the arts management and to some extent the "cultural industry" – by analysing the management at the Oslo Philharmonic Orchestra and the Norwegian Opera. And the parallel to the newspapers is apparent. Some reference will be made to this thesis later.

Going back to the early days of newspaper publishing, one can say that the newspapers over the years have played an important role as disseminator of culture, through analyses, background, comments, political agitation and so on. I therefore believe that it is relevant to also look into this aspect when researching newspaper leadership. The management of a newspaper often has a dual perspective. One is the management of the company – as a profit making institution. The other is management of the intellectual property through the collection, analysis, editing and production of the material that goes into the newspaper, being news – particularly local news, feature articles, opinions and sports tables.

The newspaper as a study object is also interesting from the way that the management view their role in the newspaper organization. One Norwegian study from the 1980s showed that while both editors and managers had motivation of employees at the top of their list of competencies, they differed in other fields like quality and product development and the exploration of new opportunities. (Ulvenes 1986).

One should keep in mind that there has been a radical change in production processes of the newspaper industry over the last ten years. When the rationalization of the newspaper operations was at its highest – in the late 1980s and beginning of the 1990s – the internet was not yet invented, and the digital page makeup and production still in its infancy. And production methods that integrate departments had not yet been developed to take in the entire production chain of the newspaper. Only after 1995 has there been a development of the newspaper industry that has made newspaper production 100% digital until it reaches the printing press and is printed on the physical paper – the last developments being digital photo and computer-to-plate machinery. And the latest developments both in technology and newspaper organization have led to new constellations that were impossible to imagine even in the mid 90s – like mergers of newspapers and new models of joint operations, large printing and insertion facilities, centralised business and IT-services and so on. Old family empires of newspaper companies have not survived succession through the generations and have been taken over by conglomerates and corporations (Picard 1996). Some have even transformed themselves from a family business and political party press to a publicly owned company (Schibsted and A-pressen in Norway). There is evidence in the industry that the way of thinking before and after the introduction of the internet is radically different, because the scope of the way the news is produced and distributed is vastly different. What has happened is known within minutes through radio, TV and electronic media – why it happened is perhaps the role of the newspaper.

One point of view from a Danish editor-in-chief sums up why it can be worthwhile to study newspaper and media leadership. In an article in the Danish trade press he said that editorial managers and leaders generally not are recruited on the basis that they are good leaders or managers, but rather that they throughout their career have been at their best doing something else (Haagerup 2002).

1.2.1 Structural changes

The structural changes that are taking place in the industry these days will put new pressures on the quality of management and leadership. Printing plants are merged, administrative services are out- and insourced. Training is centralised, and editorial collaboration between newspapers is being tried increasingly in order to save costs. We are witnessing a new trend in "group management" as one general business manager is responsible for more than one newspaper, something that has not been the norm earlier. This new group management trend comes as a result of new structures, more integrated "insourcing" of business services and the advances of technology. As a result there is at present a tendency to let one person run the entire newspaper, with support and staff being centralized into a larger unit, in order to be able to work more comprehensively and professionally with larger issues.

Added to this are all the challenges of the multi-media operations, that effectively are transforming newspapers from a 24 hour publishing cycle to publication by "rolling deadlines". All this represents entirely new challenges for the newspaper and media industry in the years to come.

The topic of leadership in media organizations in general and newspaper organizations in special is something that gathers more and more interest. And to be able to contribute a little to the understanding in this field is something that feels very satisfactory. To focus on an industry gives special challenges. A quote from Harvard Business Review in December 2001 states this: "Leadership is contextual. What works in one era, setting or organization simply doesn't apply to any other."

(Kellerman 2001). I do hope that this thesis can give some lines for development of leadership in newspapers.

1.3 Initial development of the research model

The research model in this thesis has developed and matured over many years. In 1995 I conducted a study of newspapers in Norway, (Wilberg 1995) that was very comprehensive in nature, trying to combine the elements of environmental variables, technology, organizational structure, culture, leadership model and performance. After initial testing and lots of work this proved to be very difficult, but it gave support to redefining the research study. This study is therefore based on a much simpler framework and will look at what kind of leadership traits, behaviours and practices that might lead to better performance. Obviously we will also have to look at some external variables to be able to assess the performance of the newspaper and we will develop a framework of research that is founded solidly in the literature.

Based on a model described in literature (Harrison 1994), and inspired by others (Armstrong 1992), I have developed further a research model to include the specifics of the newspaper organization. One of the specialities of newspaper organizations is its division of responsibility between the Editor-in-Chief and the Business Manager. In most newspapers in Sweden and Norway these positions are divided between two people, but in some newspapers one person holds both positions. We call this the single vs the dual management model – or single/dual-model (Sigfridsson 1993; Wilberg 1993; Kuvaas 1998). So far in earlier studies (Wilberg 1993) there has been no evidence that one model is better than the other, but that a number of contingency factors come into the question.

Linked to this are the constructs that the leaders make up in their minds on how to interpret the environment. Generally one would think that it is better to make a plan and to work according to the plan, rather than being totally reactive and solve the problems as they come along. For instance, the use of systematic readership studies can lead to better decisions on content that may next turn into an increased circulation. A management decision thus leads to better performance. The same goes for advertising. The advertising market for newspapers has changed dramatically over the last ten years. As late as 1992 there was no large scale commercial TV-station in Norway. TV2 changed all that and forced other media into changing as well. The same thing happened at about the same time in Sweden with the introduction of TV4. The newspapers found their national advertising market threatened. The next thing was the accelerated growth of direct mail media due to better printing and distribution methods and the startup of free newspapers. Many newspapers will find that even their local markets have changed. What was before a local advertiser with the decision to advertise taken there and then has changed into a process where the local advertising is a part of a chain outlet or franchise and the decision to advertise in newspapers is taken further away from the local markets, maybe even as a part of an international media plan. This creates a situation where the newspapers have to have deeper knowledge of their markets, leading to more advanced decision –making processes, again leading to more complex business processes with higher demands on competence within the newspaper. The newspaper ad representative of today has to be able to some extent to negotiate and think strategically, and not only run up and down High Street "collecting" available advertising.

On top of this, we have the immense changes in technology that have changed the industry forever. First, by changing the internal production methods of the newspapers, from the old fashioned "cut and paste" – paper-based newspaper page make-up, into a fully digital page design, with heavy computerization, and new challenges for the graphics personnel. Second, the commercial introduction of the internet created a new medium with other parameters for development, in an industry that had been used to a once-per-24-hour deadline. Over some years the newspapers have been challenged by new entrants on the news market, thus creating a new competitive situation and new organization structures that the newspaper managers have to develop into. Third, the changes of the ownership models in the newspapers have created new challenges. Earlier the motive for publishing a newspaper could be political or with a public news service in mind. These days, with total news update and transparency, as well as new owners, the demand for profits has entered the management model. We can see that the newspaper owners and publishers have changed from a reactive and sometimes complacent component of the local community, to a proactive and participating factor in the long and short term running of the newspaper. This again leads to a new model of newspaper management and leadership. By putting all this together my research plan was to shed some light on newspaper management, its environmental orientation, its strategic posture and the way it performs. All this centred on the newspaper editor or manager's subjective view of leadership, and his or her environmental scanning or interpretation. Different newspapers can have different objectives and ways of working. Over years the organization has developed internal procedures for the handling of news, production and distribution. The risk for newspapers, as for other news-producing and reporting organizations, are that they grow stiff in old ways of working, and their organizational structures and priorities. One might find that the newspaper is moving in one direction and the readers in another. A Swedish action research project at the University of Gothenburg tries to identify methods for a continuous adaptation of the newspaper in the environmental context. They call this project "Editorial Accounting" (Andersson Odén 2002).

1.4 The initial research model development

In 1994 I started off with a very ambitious model. I tried to combine all the elements of environment, strategy, leadership and culture into a comprehensive model looking something like this:

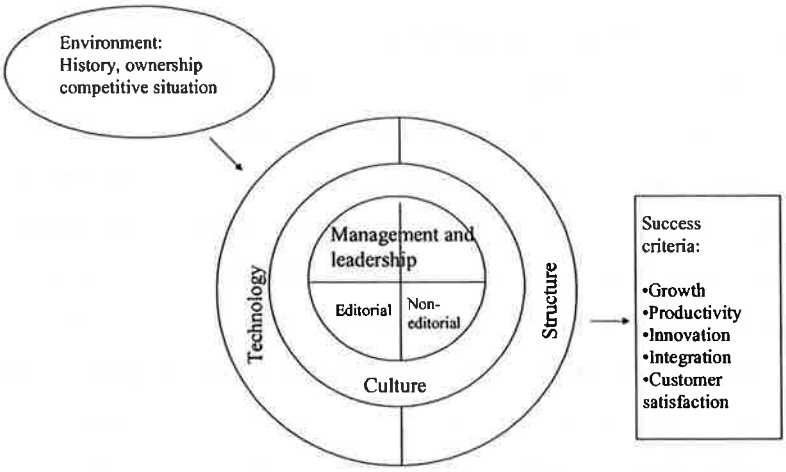


Figure 1: Initial conceptual research model

This model among others was inspired by (Pettigrew and Whipp 1991; Armstrong 1992), and proved to be an important source of inspiration leading to search and research in the literature. The model has been constantly under revision since the first and very complex stage, and after several revisions I ended up with a model that at the outset looks quite naïve, but will be developed further as we move through this thesis.

The initial revised construct of the research model, based on a more simplified framework, can be described by the following figure:

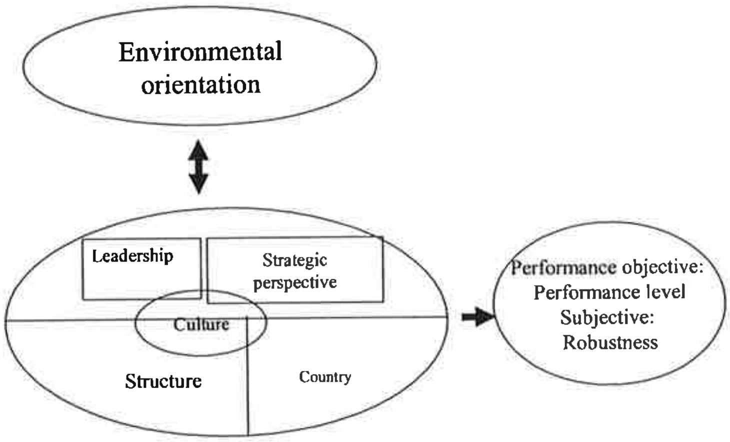


Figure 2 Overview of research model (Based on Harrison (1984) and (Cushway and Lodge 1999))

The literature also shows examples of other comprehensive theoretical models with inspiration both from academia and practice (Burke and Litwin 1992). Literature on adaptation and development of these models, and suggestions for new research areas is also presented (Gannon 2000).

I have examined how some situational variables and the leadership practices influence the performance of the newspapers. The instruments of the leadership practices are linked to the environmental variables and to the performance variables. The variables for the measurement of leadership practices were taken from a "tried and tested instrument" and the variables for performance were developed and operationalized from literature, prior research projects and focus and reference group development.

1.5 Initial hypotheses

The process of formulation of hypothesis has grown and developed out of studies of literature, numerous discussions with editors and managers, as well as the problems that often arise during my assignments in newspapers as their consultant. These hypotheses centre around planning processes, structural models, differences between the countries Norway and Sweden, differences due to the nature of the work and the robustness of the newspaper as a competitive organization within the media industry, and has served as a very important framework for holding the research process in focus. It is always very easy to enter into a process of "what is interesting", and not stay focussed on the research process. The formulations below have assisted me as a researcher throughout the research project:

H1: Newspapers with a more formal strategic planning system have better performance.

H2: Newspapers with higher perceptions of leadership have better performance

H3: There are no differences in the single or dual management model of newspapers with regard to performance

H4: There are no differences in leadership practices between Norwegian and Swedish newspapers.

H5: There are differences in leadership practices between editors and managers due to the differences in nature of the work

H6: Newspapers with higher scores on the leadership practices have better robustness and competitiveness.

These hypotheses have been the base for the screening of the literature and the formulation and development of the research methodology.

1.6 Main layout of the thesis

Chapter 2 gives an overview of central leadership theories relevant for the study of newspapers. Here I deal with a five-part division of theories from a) trait approach, b) style approach, c) situational and contingency approaches, d) transformational theories, and e) team theories. I then move on to a discussion on the theory of leadership vs. management, and take different research approaches into consideration here. Then I discuss the more integrated approaches and the more holistic views of leadership theories, that try to bridge the gaps found in theories that are concentrated on for instance traits or styles. After this I move on to review and discuss some relevant theories on strategic planning and environmental scanning. Different approaches to strategic management are discussed to assist in formulating the research questions on strategic posture. Implied in this is also the approach that the newspapers have to monitor their external environment and get information to assist in their internal planning processes. Further on in this chapter I also review some of the literature on organizational structure, particularly the way in which the newspapers are organised into different leadership models – single management or dual management. Towards the end of the chapter I make some quick notes on culture. Although this is not central to this study of leadership, it is important as an explaining factor for some of the elements of newspaper performance. I then conclude the chapter with an overview of some concepts and constructs on performance. These constructs are divided into *objective performance constructs* based on "hard data", and *subjective performance constructs* based on managerial perceptions of performance and models based on non-financial criteria. At the very end of the chapter I discuss the elements of the construct of *robustness* as a valuable concept for evaluation of newspaper performance.

The methodology chapter starts off with a discussion on the research paradigms, positivist and phenomenologist. Then the research model is explained in more detail giving more precise indications of what kind of questions that are to be asked. This leads into a more precise formulation of research hypotheses. The hypotheses are then linked with some of the main theories of leadership, strategy and performance. This is followed by the evaluation of different research instruments for the study of leadership. Several models are discussed and the conclusion is drawn also with a view to what is reasonable to accomplish. By this I mean that great consideration comes into the practical aspects of the research, so that the questionnaire does not get too long, but also gives the most relevant information. A discussion on the research variables for strategic planning, structure and environmental monitoring is then sketched. The methodology is also tested on focus and reference groups, one in Norway and one in Sweden. And then towards the end of the methodology chapter the data collection procedure is laid out and tested. There is also a discussion of the sampling procedures and the data collection and control procedures.

In the chapter on data analysis, chapter 4, there is initially a description of the data and the way it is controlled and purified for research. The different scales are reported with their respective alpha figures (Cronbach's alpha – a statistical measurement for scale reliability). The research model is set up with the different variables and all the scales are explained statistically. Before entering into the testing of the hypotheses the model is reviewed with all the variables in place with their respective alphas. Then the six research hypotheses are tested and discussed one by one. The statistical processes that are used are explained and the main results are shown. The complete tables for the testing of all the hypotheses can be found in the appendices – organized for every hypothesis. At the end of the chapter there are a section on Structural Equation Modelling with AMOS, comprising three different models.

After the hypothesis testing and discussion I move on to the chapter on discussion and the conclusions for each of the research hypotheses. In Chapter 5 the hypotheses are discussed and explained one by one and the main conclusions drawn. The hypotheses are discussed in context wherever possible and I also point to areas of possible further research.

Further on in Chapter 5 the contributions of the research to the body of knowledge is explained and also the strengths and limitations of this research project. First, some theory is summarized and then the three main contributions to knowledge are discussed and exemplified. Several areas for further research are suggested and there is also a section on how the results from this research can be used in practice – both for academics and for practitioners. At the end of this chapter there is a description of my own process as a researcher throughout this project from the start more than 10 years ago until its completion.

1.7 Conclusion

The newspaper industry is going through a period of massive change. From a physical and analogue product it is now increasingly becoming a digital and virtual product. This places new emphasis on the leadership of the media organization and through this research project I will try to bring a scientific contribution to knowledge about the leadership and performance of the industry – both through the formal planning, the leadership practices and the structure. This is done through an evaluation of the different leadership styles found in literature, as well as a study of literature on structure and performance. I have explained how I have approached the initial research model, what hypotheses that seem relevant, and I have explained the roadmap of the entire thesis.

2 Literature overview

2.1 Introduction

In this section we will look at leadership theory in relation to the specific research objective – to find out more about effectiveness and efficiency of newspaper leadership. We will look at different models of leadership with a view to underpin the choice of research questions with appropriate theory. Leadership literature has a lot of definitions of leadership, and I will discuss leadership theory in relation to the current situation in the newspaper business – to be able to build a foundation for the research. Through the study of leadership I have tried to narrow the vast amount of literature down to what is relevant for the study at hand. I started out with a literature summary that was about 50% larger than the one presented in the thesis. I have tried to combine the elements of the classic studies on leadership with more modern approaches, and have also tried to select the most interesting references to underpin the main objective of the study. The number of references on leadership is enormous. If you go to a search engine (Google) on the internet and type in leadership, you will get 11,6 million references, and that is only within the references of the English language. The word management provides 76,5 mill references. The word "sport" gave 35,7 mill references. (Google, December 2002).

Over the last 50 years there have been as many as 65 different classification systems for leadership defined (Stogdill 1974; Fleishman 1991). Long lists have been provided with traits and elements of leadership. (Boyatzis 1982) There are several different schemes for defining leadership and its complexities. Bass (Bass 1990) has suggested several views of defining leadership: One view is that leadership is the *focus of group processes.* The leader is at the centre of group change and activity and embodies the will of the group. Another group of definitions conceptualizes leadership form a *personality perspective,* which suggests that leadership is a combination of traits that a person possesses and that gives them the influence over others. Other definitions regard leadership as an *act or behaviour* - the things that leaders do to bring about change in a group (Bass 1990; Yukl 2002). From looking at the different angles of the definitions of leadership one can conclude that several components are central to the construct of leadership. They are (Northouse 2001) a) leadership is a process, (b) leadership involves influence, (c) leadership occurs within a group context, and (d) leadership involves the achievement of goals. One working definition of leadership then can be: *Leadership is a process whereby an individual influences a group of individuals to achieve a common goal. (Northouse 2001).* Defining leadership as a process means that it is not related to traits and characteristics of the leader but as a *transactional process.* Similar to this is the following definition: *Leaders influence people to do things through the use of power and authority.* (DuBrin 1990). Leadership involves influence; it is concerned with how the leader affects followers. Influence follows from leadership. Without influence on other people, individually or in groups, leadership does not exist. (Burns 1978; Heller 1983). Leadership also occurs in groups. Groups are one of the contexts in which leadership takes place. Leadership involves influencing a group of individuals who have a common purpose. (Dansereau, Graen et al. 1975) – in a newspaper this can be the editorial department with the task of producing the daily newspaper or it can be the advertising department with the task of selling advertising space. This can be the whole newspaper or different departments. Another approach is that leadership includes attention to goals. This means that leadership has to do with directing a group of individuals towards accomplishing some task or end. Leaders direct their energies towards individuals who are trying to achieve something together. Therefore, leadership occurs and has its effects in contexts where individuals are moving towards a goal. In this thesis the people who engage in leadership will be referred to as leaders and those individuals towards whom leadership is directed will be referred to as followers. Both leaders and followers are involved together in the leadership process. Leaders need followers and followers need leaders (Burns, 1978; Heller & Van Til, 1983; Hollander, 1992; Jago, 1982).

Although leaders and followers are closely linked, it is the leader who often initiates the relationship, creates the communication linkages, and carries the burden for maintaining the relationship. In our discussion of leaders and followers, attention will be directed towards follower issues as well as leader issues. As (Burns 1978) has pointed out, discussions of leadership are sometimes viewed as elitist because of the implied power and importance frequently ascribed to leaders in the leader-follower relationship. Leaders are not above followers or better than followers. Leaders and followers need to be understood in relation to each other (Hollander 1992) and collectively (Burns 1978). They are in the leadership relationship together - two sides of the same coin (Rost 1991). Another interesting view about leadership is that there is no agreement on what traits and behaviours that are leadership trait and behaviours and that leadership can be explored as a community development process as an alternative to traditional leadership approaches.(Barker 1997). Reading about leadership these days also gives an orientation towards a revival of credible leadership and a leadership that is authentically based. (Goffee and Jones 2000; Luthans and Avolio 2003)

2.2 *Types of theories*

I will rely upon a structure of the theories developed by Northouse (2001) and (Nelson and Quick 1994) to facilitate the structure of the literature search. They have divided the presentation format of the theories in different approaches – trait approach, style approach, situational approach, contingency theory, path-goal theory, leader-member exchange theory, transformational leadership and team leadership.

This can be systematized into the following table:

Theory group	Typical theory	Example of references (directive only)
I: Traits theories	Personality Charisma Abilities	(Stogdill 1948; Stogdill 1974; Zalesnik 1977; Bennis and Nanus 1985; Kotter 1988; Kotter 1990; Kotter 1996)
II: Actions and behaviours Style approach	Ohio studies Michigan studies	(Likert 1961; Blake R 1964; Fleishman 1991)
III: Situational and Contingency theories	Situational Contingency Expectancy	(Fiedler 1964; Hersey 1969; Vroom and Yetton 1973; Joynt 1985; Lawrence and Lorsch 1986)
IV: Transformational theories	Path goal Transformational theories	(House and Mitchell 1974; Burns 1978; Bass 1990; Taffinder 1995)
V: Team leadership	The effectiveness of teams Team composition	(Belbin 1981; Parker 1990; Ilgen, Major et al. 1993)

Table 1: Typologies of theories – based on Northouse (2001) and Nelson and Quick (1994)

This typology will be used as a reference through this thesis for the classification of theories and the possible identification of constructs to be used in the research into leadership in newspapers.

2.3 Trait approach

One of the starting points of leadership research was the research into trait leadership. What constitutes a "great man"?. The research in the early 1900s focused on identifying the qualities of great social, political and military leaders – like Lincoln, Jefferson and Gandhi. It was a common belief that people were born with these qualities and that only the "great" people had these traits that differentiated them from the followers (Jago 1982; Bass 1990).

In a major review (Stogdill 1948) found that there were no consistent traits of leaders that differentiated them from non-leaders over a variety of situations. An individual could show leadership in some situations and not in others. Thus, leadership was reconceptualized as a relation between people in social situations.

In the later years there has been a renewed interest in the trait approach - in explaining how traits influence leadership (Bryman 1992). For example - based on a new analysis of much of the previous trait research, (Lord 1986) found that personality traits were strongly associated with individuals' perceptions of leadership. Similarly, one study (Kirkpatrick and Locke 1991) has gone so far as to claim that effective leaders are actually distinct types of people in several key respects. Further evidence of renewed interest in the trait approach can be seen in the current emphasis given by many researchers to visionary and charismatic leadership (Zalesnik 1977; Bennis and Nanus 1985; Nadler and Tushman 1989; Bass 1990). The trait approach is alive and well. It began with an emphasis on identifying the qualities of great persons; next, it shifted to include the impact of situations on leadership; and most currently, it has shifted back to reemphasize the critical role of traits in effective leadership. In the following table, the main lines of the research into leadership traits can be summarized:

Table 2 Summary of Leadership Traits and Characteristics from different time periods

Stogdill 1948	Stogdill 1974	Mann 1959	Lord, DeVager and Alliger 1986	Bennis and Nanus 1985	Kirkpatrick and Locke 1991
Intelligence	Intelligence	Intelligence	Intelligence	Attention	Drive
Alertness	Persistence	Masculinity	Masculinity	Meaning	Motivation
Insight	Insight	Adjustment	Dominance	Trust	Integrity
Responsibility	Initiative	Dominance		Self	Confidence
Initiative	Self-confidence	Extroversion			Cognitive ability
Persistence	Responsibility	Conservatism			Task knowledge
Self-confidence	Cooperativeness				
Sociability	Tolerance				
	Influence				
	Sociability				

If one should try to digest these traits into a list of major leadership traits that could be used for further research, one could provide the following list (Northouse 2001):

Intelligence
Self –confidence
Determination
Integrity
Sociability

Table 3 Major leadership traits (Northouse 2001)

We can combine these elements with the ones described by (Kouzes and Posner 1993) in their book about leadership credibility:

Honest
Forward –looking
Inspiring
Competent

Table 4: Leadership Traits (Kouzes and Posner, 1993)

We can see from a comparison of these two tables that they are similar in direction even if they are not worded in exactly the same way. As this thesis has developed in 2001 and 2002 there has been a revised interest into ethics, morale and corporate governance, sparked by some of the high-profiled company failures like Enron and WorldCom in the US and the company Finance Credit in Norway. More emphasis will be placed on the traits of leaders in the years to come, and on positive and optimistic leadership in a situation with swirling negativity caused by the above mentioned events. This has been addressed in recent months in literature in a new approach called authentic leadership. (Luthans and Avolio 2003).

2.3.1 Conclusion

The trait approach is important as a background for the study of leadership, and it is relevant for the study of newspapers, that often have managers (especially editors) with very strong personalities. Over the years some of these editors have come to be regarded as "legends" in their fields, and setting "the school" for journalism. The theory seems to point in the direction of integrity, sociability and competence as the most important factors for the study of newspapers.

2.4 Style approach

2.4.1 Introduction

The style approach is very different from the trait approach, which we discussed in the previous chapter. Whereas the trait approach emphasizes the personality characteristics of the leader, the style approach emphasizes the behaviours of the leader. The shift in emphasis of the style approach focuses exclusively on what leaders do and how they act. (Fleishman 1991) In shifting the emphasis of leadership to leader style or behaviours, the style approach expanded the study of leadership to include the actions of leaders toward subordinates in various contexts. Researchers studying the style approach determined that leadership is composed of essentially two general kinds of behaviours: (a) task behaviours and (b) relationship behaviours. Task behaviours facilitate goal accomplishment: They help group members to achieve their objectives. Relationship behaviours help subordinates feel comfortable with themselves, with each other, and with the situation in which they find themselves. The central purpose of the style approach is to explain how leaders combine these two kinds of behaviours to influence subordinates in their efforts to reach a goal.

2.4.2 The Ohio State Studies

In the questionnaires in the Ohio State study, subordinates had to identify the number of times their leaders engaged in certain types of behaviours. Researchers found that subordinates' responses on the questionnaire clustered around two general types of leader behaviours: initiating structure and consideration (Stogdill, 1974). Initiating structure behaviours were essentially task behaviours, including such acts as organizing work, giving structure to the work context, defining role responsibilities, and scheduling work activities. Consideration behaviours were essentially relationship behaviours and included constructs like camaraderie, respect, trust, and liking between leaders and followers. The two types of behaviours (task and relationship) represent the core of the style approach-these behaviours are central to what leaders do: Leaders provide structure for subordinates, and they nurture them. The Ohio State studies viewed these two behaviours as distinct and independent. They were not thought of as two points along a single continuum, but as two different continua. For example, a leader could be high in initiating structure and high or low in task behaviour. Similarly, a leader could be low in setting structure and low or high in consideration behaviour. The degree to which a leader exhibited one particular behaviour was not related to the degree to which she or he exhibited the other behaviour. The Ohio State leadership studies have been modified over the years by many different researchers. According to Yukl (2002) the results have been weak and inconsistent for most criteria of leadership effectiveness (p.52). One study shows that there is a link between employee satisfaction and a leader that is at least moderately considerate. (Fleishman and Harris 1962).

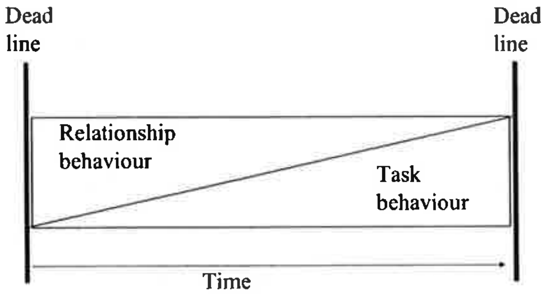
2.4.3 The University of Michigan Studies

Researchers at the University of Michigan, beginning in the 1950s, were also exploring leadership behaviour, giving special attention to the impact of leaders' behaviours on the performance of small groups (Katz D 1951; Cartwright and Zander 1960; Likert 1961; Likert 1967)

The program of research at Michigan identified two types of leadership behaviours called employee orientation and production orientation. Employee orientation describes the behaviour of leaders who approach subordinates with a strong human relations emphasis. They take an interest in workers as human beings, value their individuality, and give special attention to their personal needs (Bowers and Seashore 1966). Employee orientation is very similar to the cluster of behaviours identified in the Ohio State studies as consideration. Production orientation refers to leadership behaviours that stress the technical and productional aspects of a job. From this orientation, workers are viewed as a means for getting work accomplished (Bowers & Seashore, 1966). Production orientation parallels the initiating structure cluster found in the Ohio studies. In the 1950s and 1960s, a multitude of studies were conducted by researchers from both Ohio State and the University of Michigan to determine how leaders could best combine their task and relationship behaviours so as to maximize the impact of these behaviours on the satisfaction and performance of followers. In essence, the researchers were looking for a universal theory of leadership that would explain leadership effectiveness in every situation. The results that emerged from this large body of literature were contradictory and unclear (Yukl 1994). Although some of the findings pointed to the value of a leader being both high-task and high-relationship oriented in all situations (Misumi 1985), the results of the research in this area were inconclusive.

Blake and Mouton's Managerial (Leadership) Grid is perhaps the most well-known model of managerial behaviour in the style approach. It has also been called the Managerial Grid , which first appeared in the early 1960s and since that time has been refined and revised several times (Blake R 1964; Blake R.R 1978; Blake R 1985). It is a model that has been used extensively in organizational training and development. The Managerial Grid, which has been renamed the Leadership Grid, was designed to explain how leaders help organizations to reach their purposes through two factors: concern for production and concern for *people*. Although these factors are described as leadership orientations in the model, they closely parallel the task and relationship leadership behaviours we have been discussing throughout this chapter.

If one should try to explain the style approach in a newspaper setting, one could regard the 24hr cycle between two deadlines as a continuum that starts off with maximum relationship behaviour and minimal task behaviour. Ideas for the next edition are searched through the organization, and creativity is welcomed. Throughout the day the pressures of tasks and deadlines becomes more apparent, leading towards a much more directive and structured behaviour in the last minutes before deadline.



(Model developed by the author)

Figure 3: Task and relationship behaviour in newspapers

Of course this model does not give a precise description of all the details that go on within the newspaper in a 24 hour cycle, but it can help explain why the pressures and demands for leadership and management change.

2.4.4 Conclusion

The results from the research into the style approach are at the same time both interesting and a bit disappointing. The research has been widely cited over the years and is recognized as a sound framework and has found many practical applications. However the results are once again inconclusive, as has been documented in several research projects (Yukl 2002). Researchers have not been able to establish a consistent link between task and relationship behaviours and outcomes as morale, job satisfaction and productivity. (Northouse 2001). For the newspaper research the elements of employee (or relationship) orientation and production (or task) orientation as a framework for discussion and analysis is very useful. In a newspaper with a "new product out" every 24 hours, the thinking of balancing the needs for the people with the pressures of the deadline is very important. Elements of task orientation and relations orientation as well as participative leadership are important as a background in this research project.

2.5 The situational and contingency approaches

2.5.1 The situational approach

The situational approach to leadership was developed by Hersey and Blanchard (1969) based on the work by Reddin (1967). A number of researchers have improved on and developed the approach since then. (Hersey 1969; Blanchard, Zigarmi et al. 1985; Lawrence and Lorsch 1986; Vecchio 1987; Hersey 1993). This has been one of the most influential models of leadership and has been widely used throughout the world because of its apparent practical applications.

Situational leadership is a prescriptive approach to leadership that suggests how leaders can become effective in many different types of organizational settings involving a wide variety of organizational tasks. This approach provides a model that suggests to leaders how they should behave based on the demands of a particular situation. Effective leadership occurs when the leader can accurately diagnose the development level of subordinates in a task situation and then exhibit the prescribed leadership style that matches that situation. Criticisms of situational leadership suggest it also has limitations. Unlike many other leadership theories, this does not have a strong body of research findings to justify and support the theoretical underpinnings on which it stands. As a result, there is ambiguity regarding how the approach conceptualizes certain aspects of the leadership process. It is not clear in explaining how subordinates move from low development levels to high development levels. Nor is it clear on how commitment changes over time for subordinates. Although the situational approach is valuable serving as a framework for analysis and discussion, to apply it in a standardized way as a blueprint for every kind of leadership situation will surely fail. Without the basic research findings, the validity of the basic prescriptions for matching leader styles to subordinates development levels must also be questioned. Finally, in applying this approach, the model does not provide guidelines for how leaders use this approach in group settings as opposed to one-to-one contexts. But a search on the Internet on the situational leadership gives more than 35000 hits (Google search October 2001). By the end of February 2002 a similar search provided almost 50.000, and in July 2002 close to 60.000, and again in November 2002 more than 61.000 hits, and an impressive array of practical courses for managers and leaders. One can clearly see that the influence is great. On reading the literature on these theories, their success can most probably be attributed to the apparent practicality of the theories – they are easy to interpret and understand and to use as a foundation for discussion in practice.

2.5.2 Contingency theory

2.5.2.1 The Fiedler LPC Theory

The contingency theories of leadership, or type III theories (Nelson and Quick 1994), are theories that take into the consideration the situation in which the leader works. A number of theories in this type helps us understand that leadership is more dynamic and adaptable to the situational variables. The most widely recognized approaches in contingency theory is Fiedlers approach .(Fiedler 1964; Fiedler 1967; Fiedler and Chemers 1974; Fiedler and Chemers 1984; Fiedler and Garcia 1987; Fiedler 1993)

Fiedler's contingency theory of leadership proposes that the fit between the leader's need structure and the favourableness of the leader's situation determine the team's effectiveness in work accomplishment. This theory assumes that leaders are task-oriented or relationship-oriented, depending upon how the leaders obtain their primary need gratification. Task-oriented leaders are primarily gratified by accomplishing tasks and getting work done. Relationship oriented leaders are primarily gratified by developing good, comfortable interpersonal relationships. Accordingly, the effectiveness of both types of leaders depends on the favourableness of their situation. The theory classifies the favourableness of the leader's situation according to the leader's position power, the structure of the team's task, and the quality of the leader-follower relationships.

2.5.2.2 The Vroom and Yetton model

The models by Vroom and Yetton (1973) base the analysis of leadership on two aspects of a leader's decision: Its quality and its acceptance. The quality of the decision is the effect that the decision has on group performance, and the acceptance refers to the motivation of the group to carry out or implement the decision. A third element also comes in – the time aspect. The model proposed by (Vroom and Yetton 1973) suggests the following management styles for leaders:

1). Autocratic – where the leader solves the problem based on information available at the time, both own and supplied by subordinates.

2). Consultative – where the problem is shared with the subordinates either individually or as a group.

In a revised version of the original model (Vroom and Jago 1988) extended the model by incorporating a larger number – 12 – of contingency variables

The contingency variables were:

Quality requirement; commitment requirement; leader information; problem structure; commitment probability; goal congruence; subordinate conflict; subordinate information; time constraints; geographical dispersion; motivation time; and motivation development.

2.5.2.3 Path –goal theory

Path-goal theory is about how leaders motivate subordinates to accomplish designated goals. Drawing heavily from research on what motivates employees, grounded partly on Vroom's work on expectancy theory (Vroom 1964), the path-goal theory first appeared in the leadership literature in the early 1970s in the works of (Evans 1970; House 1971; House and Dessler 1974; House and Mitchell 1974). The goal of this leadership theory is to enhance employee performance and employee satisfaction by focusing on employee motivation.

Path-goal theory emphasizes the relationship between the leader's style and the characteristics of the subordinates and the work setting. The underlying assumption of path-goal theory is derived from *expectancy* theory, which suggests that subordinates will be motivated if they think they are capable of performing their work, if they believe their efforts will result in a certain outcome, and if they believe that the payoffs for doing their work are worthwhile. (Northouse 2001). For the leader, the challenge is to use a leadership style that best meets subordinates' motivational needs. This is done by choosing behaviours that complement or supplement what is missing in the work setting. Leaders try to enhance subordinates' goal attainment by providing information or rewards in the work environment (Indvik 1986).

In brief, path-goal theory is designed to explain how leaders can help subordinates along the path to their goals by selecting specific behaviours that are best suited to subordinates' needs and to the situation in which subordinates are working. By choosing the appropriate style, leaders increase subordinates' expectations for success and satisfaction.

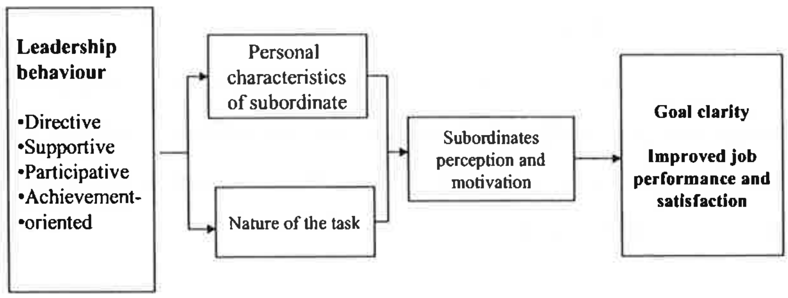


Figure 4: Representation of Path-goal theory of leadership (adapted after Mullins (1999))

In the above figure we can see the different components of path-goal theory including leader behaviours, subordinate characteristics, task characteristics, and motivation. Path-goal theory suggests that each type of leader behaviour has a different kind of impact on subordinates' motivation. Whether or not a particular leader behaviour is motivating to subordinates is contingent on the subordinates' characteristics and the characteristics of the task.(Mullins 1999). In a newspaper environment these factors are very important in the motivation of journalists. Some newspapers find that there are clashes between what the editor wants, and what the journalists want. It is difficult to motivate a journalist to write something which is of little or no interest to him or her. Therefore the leader must be aware of the mechanisms of the path-goal model in order to motivate the journalist.

2.5.3 Leader-member exchange theory

Most of the leadership theories discussed thus far have emphasized leadership from the point of view of the leader (e.g., trait approach and style approach) or follower and the context (e.g., situational leadership, contingency theory, Path-goal theory). Leader-member exchange (LMX) theory takes still another approach and conceptualizes leadership as a process that is centered in the interactions between leaders and followers. LMX makes the dyadic relationship between leaders and followers the focal point of the leadership process. LMX theory was first described more than 25 years ago in the works of (Dansereau, Graen et al. 1975; Graen and Cashman 1975; Graen 1976). Since it first appeared it has undergone several revisions, and it continues to be of interest to researchers who study the leadership process. Prior to LMX theory, researchers treated leadership as something leaders did toward all of their followers. This assumption implied that leaders treated followers in a collective way, as a group, using an average leadership style. LMX theory challenged this assumption and directed researchers' attention to the differences that might exist between the leader and each of her or his followers.

Within an organizational work unit, subordinates become a part of an in-group or an out-group based on how well they work with the leader and how well the leader works with them. Personality and other personal characteristics are related to this process (Dansereau, Graen et al. 1975) In addition, becoming part of one group or the other is based on how subordinates involve themselves in expanding their role responsibilities with the leader (Graen 1976). Subordinates who are interested in negotiating with the leader what they are willing to do for the group can become a part of the in-group. These negotiations involve exchanges in which subordinates do certain activities that go beyond their formal job descriptions, and the leader, in turn, does more for these subordinates. If subordinates are not interested in taking on new and different job responsibilities, they become a part of the out-group. Subordinates in the in-group receive more information, influence, confidence, and concern from their leaders than do out-group subordinates. Going back to the discussion of the path-goal theory, the LMX theory brings in another aspect of leader-follower interaction. Of course there are individual differences in the interaction between the leader and the follower, and both parties will have to negotiate this in order to be successful. Differences in age, gender, personality, interests, background, experiences and interests also have to be taken into consideration.

2.5.4 Conclusion

The situational and contingency approach is very important as a background for the study of newspapers, mainly because they operate in an environment that at the same time can be stable over a long time, and have elements of extreme instability. From a pedagogic angle the situational approach as outlined by Hersey and Blanchard can be very useful. At the same time the Vroom and Yetton model has important elements, and the variables listed by Vroom and Jago all have important bearings on the study of newspapers. The path goal theory and the LMX theories give some new and interesting views into the way we can look at leadership in newspapers. There has over the last years been a rapid development of coaching, mentoring and consultation in the industry, and these theories fit in nicely here. Many newspapers have been forced into thinking in new directions, thereby challenging their leaders into new territories. The discussion of out- and in-groups in the LMX theory is an interesting base for the elements of internal collaboration in newspapers. Cross-functional (editors/administrators) cooperation is very important in the changes of newspapers, and an understanding of these theories can be of help to identify areas of improvement. Today, no newspaper editor can make changes in the editorial product without taking into consideration the demands that other parts of the organization have. Changing a newspaper from broadsheet to tabloid format will challenge also the advertising department, the circulation department and distribution.

2.6 *Transformational leadership*

2.6.1 Introduction

After 1980 there has been a growing focus on the transformational approach to leadership. Maybe this focus has been made more visible after a long and high-profiled discussion and presentation of leaders and managers that have contributed to great changes in their companies or organizations. Typical examples are Lee Iacocca (Chrysler) , Bill Gates (Microsoft) , Jack Welsh (GE) , Jan Carlzon (Scandinavian Airlines) , and from the newspaper industry – in the UK – Rupert Murdoch (the Times) and in Scandinavia Jan Stenbeck (Metro). There are elements of a "new leadership" (Bryman 1992) approach in these people. As its name implies, transformational leadership is a process that changes and transforms individuals. The emergence of transformational leadership as an important approach to leadership began with a classic work by the political sociologist James MacGregor Burns titled Leadership (Burns 1978). In his work, Burns attempts to link the roles of leadership and followership. He writes of leaders as those individuals who tap the motives of followers in order to better reach the goals of leaders and followers .For Bums, leadership is quite different from wielding power because it is inseparable from followers' needs. Burns distinguishes between two types of leadership: transactional and transformational. Transactional leadership refers to the bulk of leadership models, which focus on the exchanges that occur between leaders and their followers. At about the same time that Bums' book was published, House (House 1976) published a theory of charismatic leadership. Since its publication, charismatic leadership has received a great deal of attention by researchers. It is often described in ways that make it similar to, if not synonymous with, transformational leadership. The concept "charisma" was first used to describe a special gift that select individuals possess that gives them the capacity to do extraordinary things. Despite Weber's emphasis on charisma as a personality characteristic, (Weber 1947), House also recognized the important role played by followers in validating charisma in these leaders (Bryman, 1992; House, 1976). In his theory of charismatic leadership, House suggested that charismatic leaders act in unique ways that have specific charismatic effects on their followers (see Table 5)

Personality Characteristics	Behaviours	Effects on followers
Dominance Desire to influence Confident Strong values	Sets strong role model Shows competence Articulates goals Communicates high expectations Expresses confidence Arouses motives	Trust in leaders ideology Belief similarity between leader and follower Unquestioning acceptance Affection towards leader Emotional involvement Heightened goals Increased confidence

Table 5: Personality characteristics, behaviours and effects on followers of Charismatic leadership (based on House (1976))

First, they are strong role models for the beliefs and values they want their followers to adopt. For example, Gandhi advocated non-violence and was an exemplary role model of civil disobedience: Second, charismatic leaders appear competent to followers. Third, they articulate ideological goals that have moral overtones. Martin Luther King, jr.'s famous "I Have a Dream" speech is an example of this type of charismatic behaviour as well as John F Kennedy's visions about going to the moon. Fourth, charismatic leaders communicate high expectations for followers, and they exhibit confidence in followers' abilities to meet these expectations. The impact of this behaviour is to increase followers' sense of competence and self-efficacy (Avolio and Gibbons 1988).According to House's charismatic theory, there are several effects that are the direct result of charismatic leadership. They include follower trust in the similarities between the followers' beliefs and the leader's beliefs, unquestioning acceptance of the leader, expression of warmth towards the follower, follower obedience, identification with the leader, emotional involvement in the leader's goals, heightened goals for followers, and follower confidence in goal achievement. This is taken further in the emerging research into a more positive leadership approach in negative times, in a process called authentic leadership. (Luthans and Avolio 2003).

A major revision to the theory was made by (Shamir, House et al. 1993). They postulated that charismatic leadership transforms followers' self–concepts and tries to link the identity of followers to the collective identity of the organization. In the mid-1980s, Bass (1985) provided a more expanded and refined version of transformational leadership that was based on, but not fully consistent with, the prior works of Burns (1978) and House (1976). In his approach, Bass extended

Burns's work by giving more attention to followers' rather than leaders' needs, by suggesting that transformational leadership could apply to situations in which the outcomes were not positive, and by describing transactional and transformational leadership as a single continuum (see Figure 4) rather than mutually independent.

Bass extended House's work by giving more attention to the emotional elements and origins of charisma and by suggesting that charisma is a necessary but not sufficient condition for transformational leadership (Yammarino 1993).

Figure 5: Leadership Continuum (after Northouse(2001)).

Bass (1985) argues that transformational leadership motivates followers to do more than the expected by doing the following: (a) raising followers' levels of consciousness about the importance and value of specified and idealized goals, (b) getting followers to transcend their own self-interest for the sake of the team or organization, and (c) moving followers to address higher- level needs (p. 20). An elaboration of the dynamics of the transformation process is provided in his "model of transformational and transactional leadership" "Bass, 1985,1990; Bass & Avolio, 1993, 1994). Additional clarification of the model is provided by Avolio in his recent book titled Full Leadership Development: Building the Vital Forces in Organizations (1999).

2.6.2 The integrated model of transactional leadership

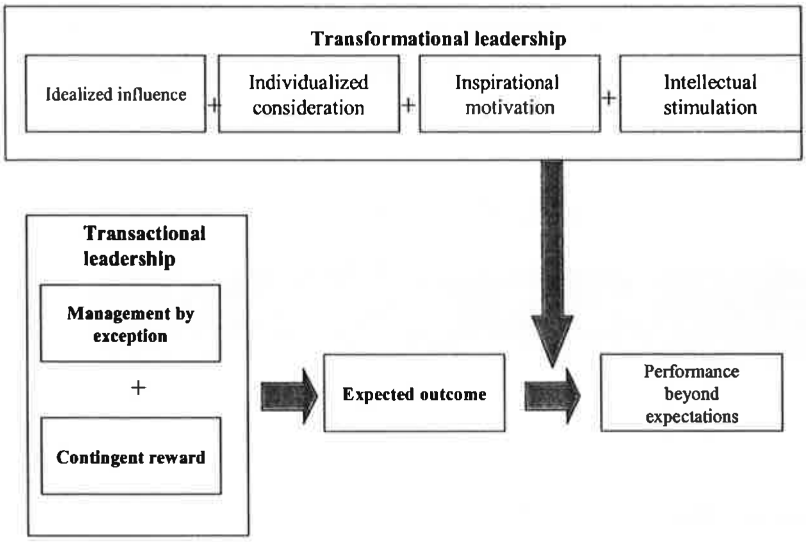


Figure 6: Transformational and transactional leadership (based on Northouse (2001))

The model above clearly depicts the links between the transformational leadership and the transactional leadership. The "missing factor" laissez-faire management is not included in the model because it represents the art of "non-management". Later in the literature review we will be looking at the differences between leadership and management. One interpretation of the above model could be that the transformational leadership represents *leadership* and the transactional leadership represents *management.* Bennis & Nanus made an important contribution to the theory through their analysis of 90 leaders (Bennis and Nanus 1985). They identified four strategies:

First, transforming leaders had a clear vision of the future state of their organizations. Second, transforming leaders were social architects for their organizations. Third, transforming leaders created trust in their organizations by making their own positions clearly known and standing by them. Fourth, transforming leaders used creative deployment of self through positive self-regard, i.e. that they were aware of their own strengths and weaknesses.

Tichy and DeVanna (1990) interviewed CEOs of large corporations and were interested in how organizations change: Their results suggested that leaders manage change in organizations through a three-act process. (Tichy and DeVanna 1990), first by recognizing the need for change, then by the creation of a vision, and thirdly by institutionalizing changes, which in practice means to change and reshape organizational structures.

The followers can be seen as active constituents of the leader. The leader's main responsibility is to serve and create an environment where the followers can best apply their knowledge, skills and efforts. It is also the role of the leader to stimulate the followers commitment towards the common goal, and to develop the potential of the individual to its fullest. (Alimo-Metcalfe 1998).

2.6.3 Conclusion

The theories on transformational leadership are very interesting and important for newspaper research, especially the balance between the transactional elements and the transformational elements i.e. the intellectual stimulation of the followers. Leadership in newspapers today is a lot about dealing with changes and moving more away from the routines and follow-up of subordinates, towards getting more out of the knowledge base of the newspaper. The abilities of the leaders to enlist the followers in a common vision and to use this engagement by the followers are important elements in the transformation of the organization. This can sometimes be very difficult in newspapers, with a strong tradition that is not only based on journalistic tradition to the betterment of the newspaper , but also on what serves the journalistic community, expressed as criticism from the journalists union, and sometimes also strongly from the Union of Graphics Workers (especially in Norway). Resistance to change is a well known phenomenon within the newspaper industry. One of the most illustrating examples is the one from January 1986 when the Times moved from Fleet Street to Wapping. The disputes and almost year-long strike and war-like situations that occurred, caused reverberations in the newspaper industry also in Norway and

Sweden, and set off thinking in directions of new technology and profound changes of the way newspapers were produced.

2.7 Team leadership

2.7.1 Introduction

Leadership of teams has become one of the most popular and rapidly growing areas of leadership theory and research. In this part of the literature review I will look into the nature and functioning of teams to extract areas for further investigation in the research into newspaper leadership.

A team is an organizational group composed of members who are interdependent, who share common goals, and who must coordinate their activities to fulfill those goals. (Northouse 2001). Groups can be project groups, task forces, standing committees, product development teams, improvement teams and quality teams. A classification into four types of teams like (a) work teams (b) parallel teams (cross department teams), (c) project teams, and (d) management teams, can also be used for the understanding of teams (Cohen and Bailey 1997). Present day research is focused on the practical problems of the groups and how to make them more effective.(Ilgen, Major et al. 1993). It is quite clear that the new pressures on organizations, rapid developments in technology and the new competitive environments creates interest for research into teams and their effectiveness. The use of teams has been found to lead to greater productivity, job satisfaction, better decisions and problem solving and increased innovation and quality (Parker 1990). Also the failures of teams have been researched – this information is essential in the understanding in functioning teams in today's business environment. (Ilgen, Major et al. 1993). Ineffective leadership is often seen as a major obstacle to team effectiveness on many levels of the organization, from the supervisory or group level and up (Stewart and Manz 1995).

2.7.2 Types of teams

Several types of teams can be found in organizations as mentioned earlier. The following table gives an overview of five different team types and some of their characteristics (Yukl 2002)

Characteristic	Functional Operating team	Cross functional team	Self-managed team	Self defining team	Top executive team
Autonomy to determine mission and objectives	Low	Low to moderate	Low	High	High
Autonomy to determine job procedures	Low to moderate	High	High	High	High
Authority of the internal leader	High	High	Low	Low	High
Duration of existence of the team	High	Low to moderate	High	Variable	High
Stability of membership	High	Low to moderate	High	Variable	High
Diversity of members in functional background	Low	High	Low	Variable	High

Table 6 Common characteristics of types of groups and teams (Yukl 2002)

2.7.3 Team efficiency and effectiveness

One way of determining the leadership in functional teams is to improve the variables that determine team effectiveness. In a functional team there is usually a formal leader, but other members of the group can assist in the fulfilment of different group tasks. These "new" empowered teams still might have a team leader in the traditional sense or the leader's role might be rotated among the team members. The formal team leader's role might be limited to serving as a liaison with those external to the group, serving mainly as a process facilitator within the group, or both (Wellins, Byham et al. 1991). Leadership within this new framework is quite complex and presents a significant challenge to researchers (Ilgen, Major et al. 1993). With the increase in organizational work teams and their expanding role in the complex and rapidly changing organizational structures, it is essential to understand the role of leadership within these teams to ensure team success and to avoid team failure.

Team performance refers to the leadership functions of task, and team development refers to leadership functions of relational maintenance. Superior team leadership should constantly be focused on both functions (Kinlaw 1998). Effective team leaders need to learn to analyze and balance the internal and external demands of the group and react appropriately by changing or remaining consistent (Barge 1996) .A model was formulated to demonstrate these critical leadership functions of group effectiveness, which take into account the analysis of the situation both internally and externally and whether or not this analysis indicates that the leader should take an immediate action or not. (McGrath 1964). The model looks at two dimensions of leadership behaviour: (a) monitoring versus taking action and (b) focusing on internal group issues versus external group issues. As leaders, we can also focus on the problems within the group (internal) or problems outside the group (external). These two dimensions result in the following four types of group leadership functions.

a) Diagnosing group deficiencies (monitoring/internal), b) Taking remedial action to correct deficiencies (executive action/internal), c) Forecasting impending environmental changes (monitoring/external) and d) Taking preventive action in response to environmental changes (executive action/extemal) (Hackman and Walton 1986). In determining the appropriate functions of leadership at any particular point in time, it becomes readily apparent that team leadership is a very complex process. A metaphorical description of the leader as the "medium" or the one who process information is formulated by (Fisher 1985). Barge (1996) sees leadership as "mediation" and "coordination," A good leader helps the group to develop an organizing framework or a set of procedures. When the leader's behaviour matches the complexity in the situation, then the leader is behaving with "requisite variety," or the required set of behaviours necessary to meet the group's needs (Drecksel 1991).

Good leaders need to be very good receivers of information focused outward on the environment and not focused on the self (Barge 1989). In addition to being effective decoders good leaders also need to learn to convey messages and taking the most appropriate actions to overcome problems (Barge 1994).

The complex nature of team leadership demonstrates that there is no simple recipe for team success. Team leaders must learn to be open and objective in understanding and diagnosing team problems and skillful in selecting the most appropriate actions to help achieve team goals. Researchers have begun to systematically study organizational work teams to better understand why they are effective or ineffective (LaFasto and Larson 1987; Hackman 1990; Hughes, Ginnett et al. 1993). These studies of real-life teams have provided a research base for the development of criteria or standards of team excellence. These criteria can then be used by leaders in a normative fashion to diagnose the health of any specific team and to respond with appropriate action.

Conditions of Group Effectiveness (Hackman and Walton 1986)	Characteristics of Team Excellence (LaFasto and Larson 1987)
Clear; engaging direction Enabling structure Enabling context Expert coaching Adequate material resources	Clear elevating goal Results-driven structure Competent team members Unified commitment Collaborative climate Standards of excellence Principled leadership External support

Table 7 : Conditions for and Characteristics of Team Excellence

The research on the conditions of group effectiveness (Hackman and Walton 1986) suggested the constructs on the left side of the table as necessary for group effectiveness. The clear, engaging direction is the visionary statement of what is to be accomplished. The structural elements (group structure, organizational context and coaching) provide an enabling framework, and in addition there has to be adequate material resources. Teams often fail because they let something else replace their goal such as personal agendas or power issues (Larson and LaFasto, 1989). Newspapers that operate in what in literature is described as a "single/dual-model" (Sigfridsson 1993) can have this problem. On the right hand side of the table are the variables of team excellence (LaFasto and Larson 1987). The clear goals need to be there to tell if the performance objectives can be realized. Groups sometimes fail on the account that the goals are not clear (Hackman 1990).

Belbin (Belbin 1981; Belbin 1993) has been known for his team and group behaviour research that he has developed at Henley Management College. Following a large sample of course members at Henley, Belbin has devised a team-role classification based on 8 team roles: Company Worker (CW);Chairman (CH); Shaper (SH) ; Plant (PL); Resource Investigator (RI); Monitor-Evaluator (ME); Team Worker (TW); Completer-Finisher (CF). The eight types of people identified are useful team members and form a comprehensive list. These are the key team-roles and the primary characters for successful teams. Creative teams require a balance of all these roles and comprise members who have characteristics complementary to one another

2.7.4 Conclusion on teams

Teams in newspapers have become increasingly more important over the last years, and the theory on the characteristics and conditions of team effectiveness is very useful for understanding the way that one can make teams work in newspapers. The most important element of teams in newspapers will be the cross-functional teams where one must learn to rely on competences outside one's own department, and perhaps give away some of the traditional detailed control in return for an improved product . This is especially important for the relations between the editorial department and advertising/marketing department, which by the nature of their work have been sceptical to one another, but who will have to learn to work together in teams to solve some of the complexities that are the demands of the new marketplace, for instance in the discussions of newspaper inserts – with or without editorial content, and the development of the newspaper websites, with more integration between editorial and advertising material.

2.8 Leadership and management

2.8.1 Definition of leadership and management – different researchers

In this section I will summarize some of the results from different researchers on the subject of the difference between leadership and management. There is an ongoing discussion on this constantly, and sometimes we find it more difficult to work on the differences in Scandinavia where the word "ledelse" (NO[1]) or "ledarskap" (SE) will mean both leadership and management – often in the context that leadership is something we want more of and management is not. (Strand 2001).

Yukl expresses a view of leadership as the process of influencing others to understand and agree about what needs to be done and how it can be done effectively, and the process of facilitating individual and collective efforts to

[1] NO=Norway, SE=Sweden

accomplish the shared objectives. (Yukl 2002). Belbin holds that there is a clear implication that leadership is not part of the job but a quality that can be brought to a job. The work that leadership encompasses in the context clearly is not assigned but comes about spontaneously (Belbin 1997) . With Hunt (1992) we find that a leader often has sufficient influence to bring about longer-term changes in people's attitudes and to make change more acceptable. Leadership can be seen primarily as an inspirational process.(Hunt 1992). Levine and Crom (1994) say that the view of management is viewed more in terms of planning, organizing, directing and controlling the activities of subordinate staff. Leadership, however, is concerned more with attention to communicating with, motivating, encouraging and involving people.(Levine and Crom 1994).

According to Watson (1983) the differences between leadership and management have been applied to the 7-S organizational framework of: strategy, structure, systems, style, staff, skills and superordinate (or shared) goals. Watson suggests that whereas managers tend towards reliance on strategy, structure, and systems - leaders have an inherent inclination for utilization of the 'soft' S's of style, staff, skills, and shared goals. (Watson 1983)

Kotter offers a view on leadership in another fashion. In his book *The General Manager* (Kotter 1982) he describes the work of leaders as little structure – but an underlying plan. In this respect his work coincides with the work of Mintzberg on what leaders say is one thing, what they in practice do is quite another. (Mintzberg 1975). There is a continuing controversy about the difference between leadership and management. It is obvious that a person can be a leader without being a manager (e.g., an informal leader), and a person can be a manager without leading. Indeed, some people with the job title "manager" do not have any subordinates (e.g., a manager of financial accounts or manager of internal information). Nobody has proposed that managing and leading are equivalent, but the degree of overlap is a point of sharp disagreement. Some writers (e.g., Bennis & Nanus, 1985; Zaleznik, 1977) argue that leadership and management are qualitatively different and mutually exclusive. The most extreme distinction involves the assumption that management and leadership cannot occur in the same person.

In other words, some people are managers and other people are leaders. The definitions of leaders and managers assume they have incompatible values and different personalities. Managers value stability, order, and efficiency, whereas leaders value flexibility, innovation, and adaptation. Managers are concerned about how things get done, leaders about what to do. And they try to get people to perform better. Leaders are concerned with what things mean to people, and they try to get people to agree about the most important things to be done. Bennis and Nanus (1985, p.21) proposed that "managers are people who do things right and leaders are people who do the right thing." Unfortunately, associating leading and managing with different types of people is not supported by empirical research; people do not sort neatly into these two extreme stereotypes. Moreover, the stereotypes imply that managers are always ineffective. The term manager is an occupational title for a large number of people, and it would not be fair to regard this title as inferior to being a leader. Other scholars (e.g., Bass, 1990; Hickman, 1990; Kotter, 1988; Mintzberg, 1973; Rost, 1991) view leading and managing as distinct processes, but they do not assume that leaders and managers are different types of people. However, these scholars differ somewhat in how they define the two processes. Kotter (1990) differentiated between management and leadership in terms of their core processes and intended outcomes. Management seeks to produce predictability and order by (1) setting operational goals, establishing action plans with timetables, and allocating resources; (2) organizing and staffing , establishing structure, assigning people to jobs ; and (3) monitoring results and solving problems. Leadership seeks to produce organizational change by (l) developing a vision of the future and strategies for making necessary changes, 2) communicating and explaining the vision, and 3) motivating and inspiring people to attain the vision. Rost (1991) defined management as an authority relationship that exists between a manager and subordinates to produce and sell goods and services. He defined leadership as a multidirectional influence relationship between a leader and followers with the mutual agreement to accomplishing real change. Leaders and followers influence each other as they interact in non-coercive ways to decide what changes they want to make.

Defining managing and leading as distinct roles, processes, or relationships may obscure more than it reveals if it encourages simplistic theories about effective leadership. Most scholars seem to agree that success as a manager or administrator in modern organizations necessarily involves leading. How to integrate the two processes has emerged as a complex and important issue in the organizational literature. (Yukl 2002).

2.9 A holistic leadership model – The Kouzes and Posner research.

In 1983 James Kouzes and Barry Posner started their research into leadership with a project where they wanted to describe when leaders were at their "personal best" in leading others. Instead of interviewing the acknowledged stars of leadership they interviewed ordinary people and asked them to describe extraordinary experiences – hoping to find some patterns of success. Through open ended interviews and later on quantitative surveys they refined the research resulting in the instrument Leadership Practices Inventory (LPI). This model has later been further refined and at present there are several hundred thousand leaders that have filled in the questionnaire and the instrument has been tested extensively with consistent results. More on that will follow later in the methodology chapter. The Kouzes and Posner model (LPI) consist of five leadership practices. The leadership principles underpinning this model can be described from the following table:

Table 8: Leadership factors and description (Kouzes and Posner)

Practice	Description 1995	Description 2002(Kouzes and Posner 2002)
Challenging the process	Search out challenging opportunities to change, grow innovate and improve Experiment – take risks, and learn from mistakes	Search for opportunities by seeking innovative ways to change, grow and improve Experiment and take risks by constantly generating small wins and learning from mistakes
Inspiring a shared vision	Envisioning an uplifting and ennobling future Enlist others in a common vision by appealing to their values, interests hopes and dreams.	Envisioning the future by imagining an exciting and ennobling future Enlist others in a common vision by appealing to shared aspirations.
Enabling others to act	Foster collaboration by promoting cooperative goals and building trust. Strengthen people by giving power away, providing choice, developing competence, assigning critical tasks	Foster collaboration by promoting cooperative goals and building trust. Strengthen others by by sharing power and discretion.

Practice	Description 1995	Description 2002(Kouzes and Posner 2002)
	and offering visible support	
Modeling the way	Set the example by behaving in ways that are consistent with shared values Achieve small wins that promote consistent progress and build commitment	Find your voice by clarifying your personal values Set the example by aligning actions with shared values
Encouraging the heart	Recognize the individual contributions to the success of every project Celebrate team accomplishments regularly.	Recognize contributions by showing appreciation for individual excellence. Celebrate the values and victories by creating a sprit of community.

These elements provide what Kouzes and Posner call the Ten Commitments of Leadership (Kouzes and Posner 1995; Kouzes and Posner 2002). The research is an attempt to piece together a total theory of leadership in a holistic approach. We can observe that there has been variations introduced into the interpretation and wording of these ten commitments. The practice Modelling the Way in fact has been changed quite a lot, and in the latest edition of the book is placed as the first of the commitments and not as number four as in the 1995 edition. I believe that this change of position is due to a development of a more transformational nature of leadership – where direction is more important and the challenge of the leader to stimulate the shared mindset within the company. One should, however, be careful in interpreting the elements above as the ones and only ones. There are many other aspects of leadership that will not be included in a theory like the above, but it serves its purpose through the model approach. The description of leadership according to the authors can be complete only when those involved see their own views represented, because leadership is a reciprocal process between those who choose to lead and those who choose to follow. Any discussion of leadership must attend to the dynamics of this relationship, again referring back to situational and contingent theories. Strategies, tactics, skills, and practices are empty unless we understand the fundamental human aspirations that connect leaders and followers.

To supplement their original LPI research the authors followed up with more research on the legitimacy of leadership. They asked the question: *What values (personal traits or characteristics) do you look for and admire in your superiors?*

From this research that brought out more than 225 different values, traits, and characteristics the authors distilled 22 characteristics – of which the following four were the most important: and the fundamental for all leadership. In order to be accepted as a leader he/she must possess the following characteristics:

Honest
Forward-looking
Inspiring
Competent

Table 9: The construct of credibility (Kouzes and Posner 1993)

In the latest edition of the book (Kouzes and Posner 2002) includes a table where these criteria are compared across different parts of the world.

Criteria	Scandinavia	All
Honest	84%	88%
Forward-looking	86%	71%
Inspiring	90%	65%
Competent	53%	66%

Table 10: The credibility construct in Scandinavia vs the world.

From this table we can see that there are apparent differences between the perceptions in Scandinavia and the world average on three out of the four components. Most striking is the difference on the component *inspiring* where the Scandinavians score that to 90% whereas the world average is 65%. Interesting is also the differences in *competent* where the Scandinavians score lower and *forward looking* where the Scandinavians score higher. (p.26). They found that when people perceive their immediate manager to have high credibility, they are significantly more likely to be proud to tell others they are part of the organization, feel a strong sense of team spirit and see their own personal values as consistent with those of the organization They also feel attached and committed to the organization and have a sense of ownership of the organization. When people perceive their manager to have low credibility they are significantly more likely to produce only if they are watched carefully and to be motivated primarily by money. They might say good things about the organization publicly but criticize it in private. They also consider looking for another job if the organization experiences problems, and they feel unsupported and unappreciated. The Kouzes and Posner definition of leadership is formulated like this: *Leadership is the art of mobilizing others to want to struggle for shared aspirations.* (Kouzes and Posner 1995). In a recent research note (Carless 2001) it was concluded that the LPI assessed an over-arching higher order transformational leadership. We also find an approach to "superior leadership" in the work of (Kinlaw 1989), who identified six characteristics; *establishing a vision, stimulating people to gain new competencies, helping people to overcome obstacles, helping people to overcome failure, leading by example,* and *including others in their success*. We see that these characteristics are very close to the Kouzes and Posner approach. We will return to this model (Kouzes and Posner 2002) later in more detail under the methodology chapter.

2.10 Summary of leadership traits

In order to bridge the gap to the operationalisation of the research instrument, I have developed the following table in order to underpin the research instrument with research findings – identification of linkages. I have developed this framework using the LPI-model by Kouzes and Posner (1995/2002) – in order to get the necessary overview.

Tale of linkages – legend	Abbreviation
Trait approach	TR
Style approach	ST
Situational approach	SI
Contingency approach	CO
Path-goal theory	PG
Leader-member exchange theory	LM
Transformational Leadership	TR
Team leadership	TE

Table 11: Abbreviations for theoretical linkages

Practice	Description	TR	ST	SI	CO	PG	LM	TR	TE
Challenging the process	Search out challenging opportunities to change, grow innovate and improve			X	X			X	
	Experiment – take risks, and learn from mistakes					X		X	X
Inspiring a shared vision	Envisioning an uplifting and ennobling future	X						X	X
	Enlist others in a common vision by appealing to their values, interests hopes and dreams.	X			X	X	X		
Enabling others to act	Foster collaboration by promoting cooperative goals and building trust.				X	X		X	X
	Strengthen people by giving power away, providing choice, developing competence, assigning critical tasks and offering visible support	X			X	X			X
Modeling the way	Set the example by behaving in ways that are consistent with shared values	X				X	X		
	Achieve small wins that promote consistent progress and build commitment		X			X	X	X	X
Encouraging the heart	Recognize the individual contributions to the success of every project	X		X			X		X
	Celebrate team accomplishments regularly.	X		X					X

Table 12: A summary of leadership constructs and theoretical linkages

By taking this approach one step further I have developed the following table as a guideline for linking the other parts of the literature review up against the integrated model provided by Kouzes and Posner (Kouzes and Posner 1995; Kouzes and Posner 2002). The linkages are coded according to the five factors of the Kouzes and Posner model:

CTP= Challenging the process, VIS = Inspiring a shared vision, EOA= Enabling others to act, MTW=Model the way and ETH= Encouraging the Heart.

We can see that many of these constructs fit in with more than one of the basic theories of leadership.

Main linkage = X					
Variable code --------→	CTP	VIS	EOA	MTW	ETH
Trait approach: Charismatic leadership (Stogdill 1974; Zalesnik 1977; Jago 1982; Bennis and Nanus 1985; Lord 1986; Kotter 1988; Nadler and Tushman 1989; Bass 1990; Kotter 1990; Kirkpatrick and Locke 1991; Bryman 1992; Kotter 1996; Luthans and Avolio 2003)		X			X
Style approach: Ohio and Michigan studies (Katz D 1951; Cartwright and Zander 1960; Likert 1961; Bowers and Seashore 1966; Likert 1967; Stogdill 1974; Bass 1990; Fleishman 1991; Yukl 1994; Yukl 2002)			X		
Style approach: Leadership Grid (Blake and Mouton 1964; Blake and Mouton 1978; Blake and Mouton 1985)	X	X	X	X	X
Situational approach: (Hersey 1969; Blanchard, Zigarmi et al. 1985; Lawrence and Lorsch 1986; Vecchio 1987)	X	X	X	X	X
Contingency approach (Fiedler 1964; Fiedler 1967; Fiedler and Chemers 1974; Strube and Garcia 1981; Fiedler and Chemers 1984; Peters, Hartke et al. 1985; Fiedler and Garcia 1987; Fiedler 1993)			X	X	
Contingency approach: (Vroom and Yetton 1973; Vroom and Jago 1988)			X	X	X
Path-goal theory: (Vroom 1964; House 1971; House and Dessler 1974; House and Mitchell 1974; Indvik 1986; Indvik 1988; Lavine 2000; Mullins 2002)				X	X
Leader-member exchange theory: (Dansereau, Graen et al. 1975; Graen and Cashman 1975; Graen 1976)	X	X	X	X	X
Transformational leadership theory: (House 1976; Burns 1978; Bass 1985; Bennis and Nanus 1985; Avolio and Gibbons 1988; Kinlaw 1989; Bass and Avolio 1990; Bryman 1992; Yammarino 1993; Luthans and Avolio 2003)	X	X	X	X	X
Team Leadership: (Belbin 1981; Hackman and Walton 1986; LaFasto and Larson 1987; Hackman 1990; Drecksel 1991; Wellins, Byham et al. 1991; Belbin 1993; Hughes, Ginnett et al. 1993; Ilgen, Major et al. 1993; Barge 1994; Stewart and Manz 1995; Barge 1996; Cohen and Bailey 1997; Kinlaw 1998; Yukl 2002)	X	X	X	X	X
Leadership and management: (Mintzberg 1975; Watson 1983; Kotter 1988; Kotter 1990; Rost 1991; Hunt 1992; Strand 2001; Yukl 2002)		X			X
Servant leadership (Greenleaf 1977)	X	X			

Table 13: Specifications of theoretical linkages with LPI-constructs

We see from this table that there are major linkages in theory between the Kouzes and Posner approach and the research into leadership over many years. In a newspaper industry context the linkages between this approach and the theories on transformational leadership are probably the most important ones, as well as the discussion on leadership and management.

2.11 Strategic planning and leadership

Strategic planning and leadership will sometimes be an exercise of competing values. Quinn and Rourbaugh (1983) assessed top management in the following dimensions: Concern for task vs. concern for people, Stability and efficiency vs. flexibility and adaptation, and internal vs external focus. (Quinn and Rohrbaugh 1983). According to Quinn (1988) the effectiveness of an organization's leadership can be evaluated in terms of how well the various competing criteria are balanced. The optimal pattern of scores depends on the type of organization and its environment. According to Yukl (2002 p 357) most studies of executives do not include a wide range of evaluation criteria, with short-term and long-term outcomes on a variety of different indicators representing competing values and the interests of different stakeholders. Some main points from research findings on environmental scanning and strategic planning will be presented here in order to establish a platform for the formulation of constructs on the development of newspapers and media organizations. Strategic planning in newspapers will partly be based on the frames of reference that the leaders have in the organization, the level of formality in the process, the leader's backgrounds, and the demands put on them by the owners.

One of the difficulties in the debate on whether planning matters or not, is that there is no agreement on what strategic planning is. Thus, different researchers have chosen different constructs limiting the generalization and comparability of individual studies. Mintzberg and Quinn list five P-s for strategy: Plan, ploy, pattern, position and perspective, and there are numerous other interpretations of what strategic planning is.(Mintzberg and Quinn 1991). The definition of strategy by Mintzberg and Quinn (1991) serves as a basis for the interpretation of strategy in this thesis. They define strategy as *the pattern or plan that integrates an organization's major goals, policies and action sequences into a cohesive whole. A well-formulated strategy helps to marshal and allocate an organization's resources into a unique and viable posture based on its relative internal competencies and shortcomings, anticipated changes in the environment, and contingent moves by intelligent opponents. (p.5)*

Some strategic reference points made in literature, that are relevant as supporting variables for the study of leadership practices in newspapers, are presented in the following table, with a short summary of the relevant characteristics:

Researchers	Main findings or constructs
Boyd and Reuning-Elliot (1998)	Strategic planning is based on two aspects of the 'strategic planning factor' a) content which means the strategic planning activity, and b) the 'process aspect', refining to how the planning is performed.
Dean and Sharfman (1996)	took a slightly different approach to the decision making rationality issue. Instead of focusing on economic outcomes of the strategic decision making process they studied the perceived effectiveness of the strategic decision process. Their conclusion was simply that process matters.
(Senge 1990; Kotter 1996; Collins and Porras 1997).	Researchers engaged in the area of organizational learning and strategy often focuses on the need for organization wide participation in planning.
Oswald, Mossholder et al. (1994)	The manager's involvement in the strategic planning process. A positive correlation was found between strategic involvement and organizational commitment.
(Bourgeois and Eisenhardt 1988; Judge and Miller 1991).	a positive impact of decision-speed on performance
Hart and Banbury (1994).	Organizations with high process capability – the simultaneous use of multiple strategy-making process modes – outperform single-mode or less process-capable organizations. The result indicates that strategy-making flexibility is important, especially in larger organizations and in environments that are more turbulent.
Mintzberg, Quinn et al. 1995),	Strategy, in the sense of a combination of activities that a firm can choose from in order to out-compete its rivals, is the result of the strategic planning activity. The specific chosen strategy is often a result of combinations of environmental conditions, top management personality, general strategic orientation, and ambitions, sudden opportunities etc.
(Grant 2002)	Successful strategy as a combination of long term, simple and agreed objectives, profound understanding of the competitive environment, objective appraisal of resources and effective implementation.

Table 14: Some selected references on strategic planning

In addition to these studies and books, there is a recent dissertation from Sweden regarding editorial policy that has some bearing on the development of overall strategy for the newspapers. The study concludes that in written policy documents in Swedish newspapers in the years 1995 to 1998 there is evidence that the policies have become more "commercialized", expressed through an increased emphasis on marketing issues, contact with the readership and local journalism. (Andersson Odén 2001). This signals a greater emphasis on company-wide strategic planning. The need for a comprehensive strategic planning process is also referenced in a study on the Milwaukee Journal and Sentinel (Sterling

2002) giving evidence on the systematic approach of planning. I have chosen to include elements of the strategic thinking as an extension of the study of leadership practices, because I believe it is important to understand the linkages between the strategic perspectives and practices and the leadership practices.

2.12 Monitoring the environment

There has been focus on the environment in management research since the 1960s. Several researchers found that environmental factors were central in the business context. (Thompson 1967; Lawrence and Lorsch 1986).

Thus, one of the of the most important activities of executives is to monitor the external environment and identify threats and opportunities for the organization. Most leaders need to be sensitive to a wide range of events and trends that are likely to affect their organization (Ginter & Duncan,1990). Several sectors of the general environment that are relevant for most types of organizations include markets, economics, demographics, socio-cultural, technological, political, legal and regulatory, and international politics (Ginter & Duncan, 1990; Narchal, Kittappa, & Bhattacharya, 1987; Terry, 1977). Some representative questions likely to be important for a business organization are shown in table 15.

External monitoring (also called "environmental scanning" or "competitive intelligence") provides the information needed for strategic planning and crisis and change management. Bourgeois (1985) studied 21 non diversified companies and found that profitability was greater when executives had an accurate perception of the amount of industry volatility in markets and technology, Grinyer et al. (1990) studied 28 British companies that experienced a sharp improvement in performance and a matched sample of firms with only average performance: the top management of the high-performing companies did more external monitoring e.g., environmental scanning, consultation with key customers) and were quicker to recognize and exploit opportunities. Research has shown that more and more of large multinational corporations have adopted a formal process for collecting and analyzing information on the external environment and the competitive environment. (Groom and David 2001). Other studies have shown that broad top management team participation in external monitoring was associated with more accurate perception of the environment, Sutcliffe (1994); Thomas and MacDaniel (1990)

The models and methods of external environmental monitoring are also beneficial for smaller firms. Studies of entrepreneurs have shown that the attitude is prevalent that the owner or manager knows the market in which the business compete and does not carry out information gathering in a more systematic approach (McKenna 1996). The same can be said about many editors and managers of small papers in Norway and Sweden who for many years have published their newspapers in relatively non-competitive environments. In Norway, 109 out of 154 newspaper members, (70%), of the Publishers Association are so called single-papers in their markets i.e. they do not have direct local competition. (Mediebedriftene 2002). Evidence from the newspaper industry in Norway and Sweden shows that the development of strategic planning has evolved over the last 10 years, in recognition of the changes in the external competitive environment, and the advent of the internet. Most corporations that have taken over newspapers in the last 20 years have imposed some sort of systematic strategic planning on them, involving environmental scanning, SWOT-analyses and different planning techniques.

2.12.1 External monitoring

External monitoring set the parameters by which changes in the organization are based. Interpretation of the competitive environment sets off thoughts and plans in the leaders' minds, and gives a mental framework upon which the transformation of the organization is based. The following table based on (Yukl 2002) gives an overview of constructs that applies to external monitoring:

Constructs for external monitoring
What do clients and customers need and want?
What is the reaction of clients and customers to the organization's current products and services?
Who are the primary competitors?
What strategies are they pursuing (e.g., pricing, advertising and promotions, new product customer service, etc.)
How do competitors' products and services compare to those of the manager's organization?
What events affect the acquisition of materials, energy, information, and other inputs used by the organization to conduct its operations? ..
How will the organization be affected by new legislation and by government agencies that regulate its activities (e.g., labor laws, environmental regulations, safety standards, tax policies, etc.) ?
How will new technologies affect the organization's products, services, and operations?
How will the organization be affected by changes in the economy (employment level, interest rates, growth rates)?
How will the organization be affected by changing population demographics (e.g., aging, diversity)?
How will the organization be affected by international events? (e.g., trade agreements, import restrictions, currency changes, wars and revolutions)?

Table 15: Some constructs of external monitoring (Yukl 2002)

Building further on this and based on (Yukl 2002) a table can be constructed with guidelines for the process of external monitoring.

Guidelines for External Monitoring	Examples
Identify relevant information to gather.	Relevant and timely information on areas and sectors of specific importance to the organization
Use multiple sources of relevant information.	Multiple sources (written and oral), networks, published sources. Also more than a few people to interpret the information to avoid information bias
Learn what clients and customers need and want.	Surveys, trend studies and bits and pieces of information put together (personal contacts). Visit major clients to understand their expressed and tacit needs.
Learn about the products and activities of competitors.	This is referred to as "benchmarking" and it provides a valuable source of improvement.
Relate environmental information to strategic plans.	Update of information to see if some changes or adjustments have to be made to the strategic plans.

Table 16: Translating information into usable action in strategic planning

2.12.2 Conclusion

The relevance of these elements for the ongoing research process is the degree of systematic approach that is necessary to found better decision-making. Some newspapers do this intuitively while others have a very systematic approach. There is a vast literature on strategy development and external monitoring showing numerous approaches to the strategic posture and systematic planning activities. Research suggests that the strategic planning activities are positively correlated to performance (see table 14). The inclusion of strategic planning elements in this thesis is to extend the understanding of the leadership practices. The essence of the literature findings is brought forward into the research instrument, in order to test some of these concepts and their applicability on the newspaper industry.

2.13 The leadership models of newspapers

2.13.1 Single vs. dual model

In the evaluation of the effectiveness of the newspaper organization a further look into the structure of the organization is also important. One of the schisms of the newspaper organization is that it operates in two domains - the expression of free thought and opinion (sometimes referred to as "the cathedral") and the necessities of being a business corporation ("the stock exchange"). Needless to say there lies much conflict in this. Some of the deficiencies of the organizational structure of the newspapers are attributed to this division of responsibility – referred to in literature as the *laterarchy*. (Sigfridsson 1993). In the literature there is also a reference to the fact that a dual leadership can lead to complex decision situations.(Melesko 1999).

The objectives of structure may be summarized as to provide for the economic and efficient performance of the organization and the level resource utilization; monitoring the activities of the organization; accountability for areas of work undertaken by groups and individual members of the organization; (Mullins 1999). The renewed emphasis of studies of leadership models of newspapers have come from the industry's need to change business practices to adapt to competitive challenges. Some of these challenges can be found in literature on arts management (Wennes 2002), where some assumptions on the arts management can be valid for newspaper management, as well as posing challenges for the choice of management model. The assumptions are, looking at pieces of art and arts production:

Assumption	Most relevant for newspapers
Production oriented	X
Complex and difficult to communicate	
Many different target groups	X
Demands cultural knowledge and understanding	
Does not follow the logic of competition	
Work intensive, difficult to store away, and often not profitable	X
Short life cycle	X
Elements of risk throughout the creation process	

Table 17: Some assumptions on arts management relevant for the study of newspapers (Wennes 2002 p 22)

2.13.2 Other considerations – new structures

Added to the discussions of structure is also the classic discussion on centralization and decentralization. Typically, in more favourable conditions, the organizational structure tends to be more decentralized whereas in downturns and more unfavourable conditions the urge for centralization becomes stronger. Added to this are also the discussions of outsourcing and focusing on core businesses and flatter organizational structures. We have seen many examples of this over the last years both in Norway and Sweden. Both Orkla and A-pressen in Norway and the Bonnier group (Skånemedia) in Sweden have moved in this direction.

The movement towards flatter structures also raises the question of the extent to which downsizing should go at the centre and the importance of aligning head office structure to corporate strategy. Downsizing can result in increased decentralization with more functions performed closer to the action. (Foster 1994)

The process of de-layering can also have contrary outcomes. According to Gretton (1993), for example, it can lead to a climate of low morale, distrust of management and sometimes deterioration in productivity, and even a sense of alienation. Managers face an increased workload and responsibilities, and many managers may also move among organizations on a short term contract with little loyalty to their employers (Gretton 1993).

2.14 A short note on culture

Company culture is not part of this study in any great depth, but there are numerous situations in newspapers where one talks about cultures and subcultures. This is a well known phenomenon in other "dual management" organisations as well – like hospitals, churches, theatres, orchestras and universities (Denis, Lamothe et al. 2001). Therefore a quick note on some theories on relevant company cultures is included here to facilitate the interpretations of the leadership practices. In the development of this thesis I made several searches into the literature on culture (Hofstede 1992; Kotter and Heskett 1992; Schein 1992). After revising the research model I decided to drop culture as a main variable from the study, because of the vast complexities that it would introduce into the research methodology. But I have included some exploratory work on culture to be able to put my findings into context. The most interesting elements of cultures in a newspaper are the cooperative attitudes within the organisation, and if there are cross-departmental working groups. This again may have some relevance to the discussions on single and dual model (Sigfridsson 1993).

There is a large degree of consensus on the origins of organizational cultures. According to (Brown 1995) the most important sources of organizational culture are, first, the societal or national culture within which the organization is physically situated, second, the vision, management style and personality of an organization's founder or other dominant leader, and third: The type of business an organization conducts and the nature of its business. Looking at some of the factors mentioned by (Drennan 1992) in relation to the study of newspapers, made possible the construction of the following table:

Factor	**Relevance for the study of newspapers**
Influence of a dominant leader	The strong editor that sets the standard for the newspaper
Company history and tradition	The strong brand of the newspaper locally. Many newspapers date back to the 18th and 19th century.
Technology, products and services	The classic newspaper on paper and its development towards a digital media, both in production methods and content.
The industry and its competition	From monopoly situations to highly competitive situations. Some newspapers in Norway and Sweden have government subsidies that virtually keep these newspapers alive.
Customers	A loyal reader base and loyal local advertisers. Other markets with competition against direct mail and television.
Company expectations	To be the leading newspaper. To be the number one newspaper in a market. To outperform the competition. To bring value to our shareholders and owners.

Factor	Relevance for the study of newspapers
Information and control systems	Some newspapers are quoted on the stock exchange and others have owners from industrial groups. Other newspapers have owners through foundations that are not looking at the profits of the newspaper at all, but are solely occupied with the contents of the newspaper.
Legislation and company environment	In Sweden the press freedom is written into the Constitution. The editorial responsibility for the contents is a principle that is held high in both countries, by law or practice. And we mentioned the press subsidies earlier.
Procedures and policies	Some of the newspaper companies have reporting routines that are very comprehensive, in order to be in line with financial reporting from other companies. Orkla and Schibsted newspapers are examples of this.
Rewards systems and measurement	Performance related pay is not very common in Norway. More so in Sweden. In both countries measurements of newspapers success are partly executed through the annual circulation figures and readership figures.
Organization and resources	Cultures are shaped through the influences of internal and external factors. Changes of editors and managers have impact, as have the resources that some of the newspaper companies put forward centrally – like management training and marketing studies.
Goals, values and beliefs	These are many in newspapers that have been around for decades, not to say centuries. The values that create and maintain a newspaper are more or less clear within the newspapers, and they are carried forward through stories, myths and rituals. The role of the newspaper in the society, editorial policies, "takes the side of the common man".

Table 18: Sources of culture and their implications in newspapers

A large study performed in 2000 on American newspapers showed that newspapers that have so called *constructive cultures*[2] have better (higher) readership scores. (Lavine 2000). According to the study 80% of the newspapers surveyed in this large study had *defensive cultures*, marked by perfectionist and security serving cultures. The ideal was showed to be a constructive culture, something that only marked 15% of the newspapers. One would from this expect that newspapers with a more collaborative culture and internal cooperation would show better results. The work on culture by several writers (Hofstede 1992; Kotter and Heskett 1992; Schein 1992; Brown 1995; Kotter 1996; Alvesson 2001) all serve as a valuable background to the analysis of leadership and performance in context.

2.15 Performance

There are a number of different approaches and frameworks to the construct of business performance. Some are highly objective and some are more

[2] The instrument used in analysis is the Organizational Culture Inventory from Human Synergetics, Inc. based on the research by Professor Robert Cooke at the University of Chicago.

subjective. A comparison of organization performance models listed in the research by (Brett 2000) show at least nine different performance models, some of which are briefly summarized below, in order to find relevant performance criteria for the newspaper industry. Sandbakken (2003) has in his doctoral research (p.93) listed a table of performance measurement developments, showing the gradual development of performance measurements from the primarily financial criteria in the 1960's towards a combination of financial and non-financial performance measurements in the 1980's. In the 1990's these developments were further developed into models like Balanced Scorecard (Kaplan and Norton 1996). After year 2000 we also see developments of new metrics that are web-based.

At least three different major approaches to organizational performance have developed over the years (Brett 2000), the first one being the *output approach,* the second being the *delivery performance perspective* and the third being the *process perspective.* The third to some extent encompasses the former two. The process approach depends on how people interact in planning and problem solving and decision making processes how they share information and cooperate internally and how they manage to successfully achieve or meet the expectations of the different stakeholders of the firm.

Another three part approach has been developed in the constructs of survival performance perspective, excellence performance perspective and the economic returns performance perspective. (Brett 2000).

Performance is often described as a set of critical success factors or a library of different measures, and as a two dimensioned model with focus on efficiency and effectiveness (Bredrup 1995). Besides evaluating the organization on its output, profitability and market share development, in recent years greater emphasis has been placed on non-financial parameters, often evaluated through structured performance models. (Steiss and Daneke 1980; Sink and Tuttle 1989; Wilkes and Dale 1998). In service companies one will find performance criteria along the following dimensions; competitiveness, financial performance, quality of service, flexibility, resource utilisation and innovation. (Fitzgerald, Johnston et al. 1991). During the 1990s we saw the emerging importance of holistic performance models (NIST 2002), drawing on a combination of internal and external assessment and criteria evaluation, and the area often referred to as intellectual capital. (Kaplan and Norton 1996; Edvinsson and Malone 1997).

Literature gives support to the notion that there are strong links between transformational leadership and organizational performance. (Bass 1985; Conger and Kanungo 1987; Bass and Avolio 1994; Kouzes and Posner 2002).

The summary given by Brett (2000) is an excellent update of the performance criteria also relevant for newspaper performance evaluation. This framework will form an additional basis for selection of performance criteria for the newspaper business.

(Steiss and Daneke 1980)	(Katzell and Guzzo 1983)	(Sink and Tuttle 1989)	(Twomey and Quasi 1994)
Purpose	Recruitment and selection	Efficiency	Job descriptions
Stability	Training and instruction	Effectiveness	Goals
Comprehensiveness	Approval and feedback	Quality	Measurement
Systemic orientation	Goal setting	Productivity	Leadership
Innovation	Financial compensation	Quality of Work life	Recognition
Opportunity orientation	Work redesign	Innovation	
Resources	Supervision methods	Profitability	
Commitments	Organization structure		
	Decision making		
	Work scheduling		
	Socio-technical systems roles		

Table 19: A comparison of different typical organizational performance models, Brett (2000) p.169.

The criteria for economic-returns performance can be quite comprehensive depending on the business and level of reporting. Brett (2000) lists 25 criteria (p.181) of which the most relevant for this study are (industry adaptation made for criterion 3):

Criterion	Parameter	Reference
1	Market share and market share growth	(Ramanujan and Venkatraman 1988; Kalleberg and Moody 1994)
2	Return on sales	(Sharma and Kesner 1996)
3	Circulation growth	Industry based success criterion (Weibull and Wadbring 2000)

Table 20: Economic return performance criteria

2.15.1 The concept of robustness

Looking into the subjective performance variables that are listed in literature (Bennis and Nanus 1985; Butler 1991; Kaplan and Norton 1996; Grant 2002) and in other doctoral theses (Kuvaas 1998; Brett 2000; Lindgren 2000), it clearly emerged that the traditional approaches of performance measurements were not satisfactory to explain the successes over time of the newspaper organization. By building on the theses of (Kuvaas 1998; Lindgren 2000) a concept emerged that would make it easier to choose a relevant construct for the measurement of performance among leaders in the newspaper industry. The concept is that of *robustness*. The concept of robustness is defined as *the company's ability to adapt to new challenges in the business environment.* (Lindgren 2000).

Bearing in mind that many newspaper organizations have existed since the 17th and 18th century, there has developed over the years a sense of internal robustness that expresses itself in many ways. The concept of robustness in this thesis is partly built on the work of (Bettis and Hitt 1995; Kaplan and Norton 1996; Edvinsson and Malone 1997; Kuvaas 1998) dealing with the nature of technological changes, knowledge intensity, changes in managerial mindset, and the implications for strategic management, as found in Lindgren (2000). These concepts were adapted to the newspaper industry through development with a reference group. This is also directly supported by some of the concepts from the published thesis by Kuvaas (1998) who studied strategic diagnosis and environmental scanning with the newspaper industry in Norway as a base. As mentioned above, the concept of robustness is defined as *the company's ability to adapt to new challenges in the business environment.* Thus there is a concept of robustness relative to the changes in the competitive landscape. The higher degree of robustness – the better off the newspaper is in terms of competitiveness. The robustness variables as listed by Bettis and Hitt (1995), Brett(2000) and Lindgren (2000), included variables like business concept, long term goals, financial strategy, market strategy, supplier strategy, R&D strategy, human resource strategy, organizational structure, financial platform, product/service portfolio and competence/knowledge base. By combining some of these theoretical constructs, we could identify elements for the construction of the robustness variable, which forms the subjective performance criteria for the newspapers. The chosen elements were: Long term goals and strategies, robustness to changes in business cycle, organizational structure, financial platform, products and services (the newspaper as a product for readers and advertisers) and competence and knowledge base. The construct is defined by questioning on all these areas. If the newspaper has a high score in these areas, it can be said to be robust. As a side note it can be mentioned that one of the Norwegian daily newspapers, Dagbladet, in year 2000 called their large scale strategic development program for "Dagbladet Robust" – so the concept has some face validity within the industry. The term robustness within the newspaper industry is also used in an article describing the robustness of circulation penetration (Meyer and Zhang 2002). Circulation is, as mentioned earlier, one of the terms most important for the measurement of newspaper success.

2.16 Conclusion

The discussion on leadership models is important to form the basis for understanding of the leadership environment in newspapers. Clearly, the variable on the single or dual management model is by far the most important, but also other structural components on complexity and the fact that improvements in structure always lead to improvements in performance is important here. What is not covered in the ordinary literature on management is the internal political climate that arises from the choice model. We do however find references to this in the literature on arts management (Wennes 2002). Hopefully this research project can also help somewhat on that understanding. If the managers and leaders feel that the organizational structure of the newspaper is not facing up to the demands of the marketplace, the results and performance can suffer. One will often find that there is a lot of discussion going on in newspapers in order to find the right organization model for the challenges of the newspaper organization.

The influence of the cultures of the newspaper has a minor place in this study but it comes up as an explaining factor in some of the analyses that are performed. The most important elements are the question of subcultures and collaboration over departmental borders and the perceptions within the different departments of the newspaper on the topic of collaboration, bearing in mind the "editorial independence" that often underpins many of the discussions. This is what is referred to in literature as leadership in a cultural context. (Alvesson 2001).

Moving on to performance, the literature lists a number of objective and subjective criteria that are relevant for the study also of newspapers, with a bias towards the more "excellence-oriented" criteria. Economic-return criteria are more of a "classic" nature with return on sales, market share developments and circulation development. The concept of robustness as a subjective performance measure, is introduced to explain the newspapers' ability to perform and adapt to changes in a competitive environment.

3 Methodology

3.1 Introduction

This chapter describes the research approach and methodology. First, an overview of the research philosophy and the research model is presented. Second, the main elements of the model are presented and discussed. Third, the questionnaire development process is outlined. Fourth, the sampling procedures and validation is presented and discussed, and finally the validation procedures of the research are presented and discussed.

3.2 Research philosophy and paradigms

From the management research literature some research designs can be found and discussed. Looking at the literature on both qualitative and quantitative research methods (Strauss and Corbin 1990; Gummesson 1991; Easterby-Smith, Thorpe et al. 1992; Solvang and Holme 1996) one can conclude for this research project that several options are open, and that there is no one method that will be best. Looking at the paradigms of research one can illustrate the research dilemmas in the following table:

	Positivist paradigm	Phenomenological paradigm
Basic belief	The world is external and objective Observer is independent Science is value-free	The world is socially constructed and subjective. Observer is part of what observed. Science is driven by human interests.
Researcher should	Focus on facts. Look for causality and fundamental laws. Reduce phenomena to simplest elements. Formulate hypotheses and then test them	Focus on meanings Try to understand what is happening Look at the totality of each situation Develop ideas through induction from data
Preferred methods	Operationalizing concepts so that they can be measured Taking large samples	Using multiple methods to establish different views of phenomena Small samples investigated in depth over time

Table 21: Key features of positivist and phenomenological paradigms (Burrell and Morgan 1979; Easterby-Smith, Thorpe et al. 1992)

This researchers approach to the paradigms of research can be showed in the highlighting of the constructs in the table below. This shows the duality of the process – on the one hand the factual findings as presented through the statistical tests, and on the other hand trying to understand some of the underlying processes of leadership in newspapers.

	Positivist paradigm	Phenomenological paradigm
Basic belief	The world is external and objective **Observer is independent** Science is value-free	**The world is socially constructed and subjective.** **Observer is part of what observed.** Science is driven by human interests.
Researcher should	**Focus on facts.** **Look for causality and fundamental laws.** Reduce phenomena to simplest elements. **Formulate hypotheses and then test them**	**Focus on meanings** **Try to understand what is happening** Look at the totality of each situation Develop ideas through induction from data
Preferred methods	Operationalising concepts so that they can be measured Taking large samples	**Using multiple methods to establish different views of phenomena** Small samples investigated in depth over time

Table 22: Interpretation of research paradigms

From this table this research will rely on elements from both "worlds", and will have a broad interpretation range. This broad range of interpretation is also given in the much cited work by (Burrell and Morgan 1979), leading to a multiple paradigm research (see example in (Craig Smith and Dainty 1991) pp.25-39.) . The main emphasis, though, will be on the positivist paradigm, because I will try to search for the causality and the fundamental laws applying to the research objective. But knowing that the world also is subjective I will have to make interpretations and draw conclusions without locking the research into a pre-determined framework. In some respect there are traits of action research and grounded theory in here. (Strauss and Corbin 1990; Gummesson 1991). In some ways the research paradigm used in this research project is also close to what is expressed by (Craig Smith and Dainty 1991) as the outside-in vs. the inside-out approach (p.12), and the combinations of the two.

According to literature there are three axioms of sound research methodology. These are reliability, validity, representativeness and comprehensiveness.

(MCNeill 1990). The following table shows how these axioms line up with the research objectives.

Axiom	Interpretation for the research project
Reliability	Using questionnaires that are reliable through earlier research. New questionnaires pre-tested with reference and focus groups.
Validity	Operationalization of research concepts are tested on reference groups to establish sound criteria for evaluation.
Representativeness and comprehensiveness	To what extent the findings are generalizable outside of the research sample, and can be replicated by other research. Again this is established through the discussions between the researcher and the reference and focus groups.

Table 23: Axioms and research objectives.

In this research project the above axioms played an important role in establishing a sound framework for the research. There will also be a balancing act in research between control and meaningfulness. In management research there are many influences by variables and situations that can make research possible. A laboratory experiment would yield control, but probably be less meaningful. At the other extreme is observation of leadership behaviour that probably will be unreliable and not easy to replicate. (Rudestam and Newton 2001). In addition there are ethical considerations to be taken into account throughout the whole research process, from formulating the research problem, literature review, and the way evidence is collected, analysed and presented. (Remenyi 1998).

3.3 Initial model

The initial model of research was based around a simple research model as depicted in the following figure:

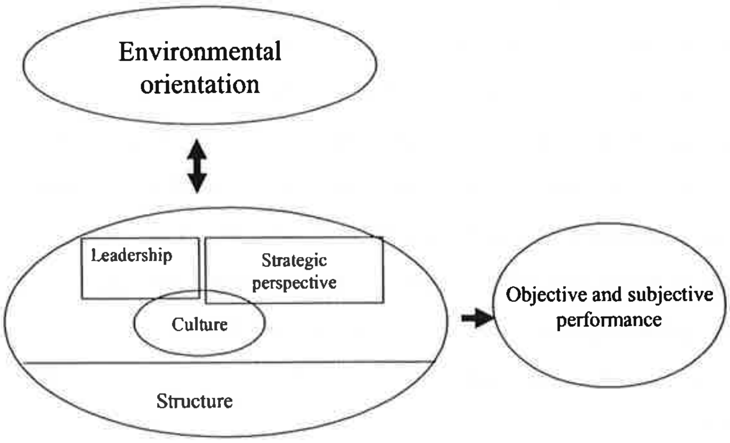


Figure 7: Initial research model

By reviewing the literature with this roadmap in mind I have listed a number of constructs that I felt were of special importance in the research of newspapers. The list of variables and constructs was also presented to a reference group of senior managers of the newspaper industry for narrowing down of the variables and to make it as industry specific as possible.

Over time I have developed a framework for describing the research into the leadership practices of Scandinavian newspapers. In order to succeed with the research project a number of possibilities and constraints were considered. This evaluation was done through an initial listing of the constructs and the way of getting the results to be validated. The following table is a summary of the variable listing based on the literature review, with just a few references added.

CONSTRUCT	PREDICTOR	EXAMPLES OF REFERENCES – directive only	DATA SOURCE
Environment	Formal planning The degree of complexity and uncertainty in the environment	(Lindgren 2000; Yukl 2002)	Questionnaire
Strategy	The degree to which the organization applies an innovative, aggressive and risk taking posture	Lindgren (2000) (Grant 2002)	Questionnaire
Leadership	LPI	Kouzes and Posner (1988, 1995)	Questionnaire
Structure/management model	Single/dual-model Size of organization Newspaper group	(Sigfridsson 1993) Melesko (1999)	Questionnaire
Performance Objective	Circulation Financial results 1995 – 2000 Market share development	Circulation listing Government agency in Norway and Sweden	External data
Performance Subjective	Robustness	Lindgren (2000) Brett (2000), Bettis and Hitt (1995)	Focus group review. Questionnaire
Other variables	Nationality (Norway and Sweden)	External variables	External data

Table 24: Simplified construct listing

By taking this research model into a next step of development we can line up the dependent and independent variables in the following figure:

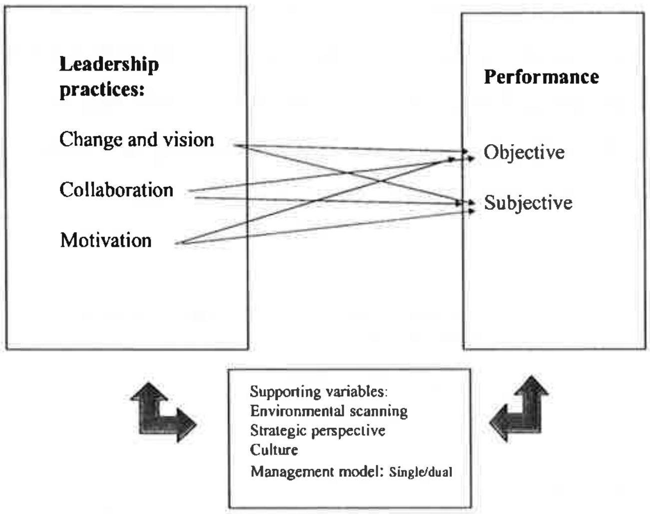


Figure 8: Independent and dependent variables

3.4 Research hypotheses

Based on the literature review and the research model the following main hypotheses will be tested:

Hypotheses	Theoretical linkage – main reference only.
H1: Newspapers with a more formal strategic planning system have better performance.	(Jennings and Lumpkin 1992; Hagen and Amin 1995; Lindgren 2000)
H2: Newspapers with higher leadership scores on the LPI is positively correlated with performance.	(Kouzes and Posner 1995; Kouzes and Posner 2002)
H3: There are no differences in the single or dual management model of newspapers with regard to performance.	(Sigfridsson 1993; Melesko 1999; Roppen 2001)
H4: There are no differences in leadership practices between Norwegian and Swedish newspapers.	(Kouzes and Posner 1987; Drennan 1992; Brown 1995)
H5: There are differences in leadership practices between editors and managers due to the differences in nature of the work	(Sigfridsson 1993; Melesko 1999; Lavine 2000; Roppen 2001)
H6: Newspapers with higher scores on the leadership (LPI) model have better robustness	(Kouzes and Posner 1987; Senge 1993; Bettis and Hitt 1995; Kotter 1996; Collins and Porras 1997)

To avoid any misunderstandings of the wording of the hypothesis I will emphasize that I have used the concept "newspaper" to denote the leadership of newspapers. Obviously it is the leaders and managers of the newspapers, and their processes of leadership that form the basis of the study. The hypotheses are partly about the leadership behaviours (H2 and H5) and partly about approaches based on leadership decisions (H1, H3, H6). There is also one hypothesis that test for differences in leadership practices between the countries (H4).

3.5 The leadership instrument selection

A number of leadership instruments were considered for this research (Leslie and Fleenor 1998). The reason for a multiple review of instruments was that it would facilitate the process of selecting the right format for the research. In addition, both reliability and validity data was reviewed. Initially I must admit that I had a bias towards the chosen model of the Leadership Practices Inventory (Kouzes and Posner (1995)), because of the fact that I had familiarized myself with this model over many years, and used it extensively in my consulting work. In the period from 1992 to 2000 many studies have been performed using this research instrument. (Kouzes and Posner 2000). But in order to work within a sound research practice, I also had to look into other models of leadership research to see if there was any justification for me to make a change.

The following table (Leslie and Fleenor 1998) gives an overview of some of the instruments considered.

Instrument	Origin	Number of items
Benchmarks	Center for Creative Leadership	22 scales 132 items
Leader Behaviour Questionnaire	Marshall Sashkin PhD	10 scales 50 items
Acumen © Leadership Skills	Acumen International	16 scales 116 items
Multifactor Leadership Questionnaire	Mind Garden Bernard Bass	8 scales 45 descriptive statements
LPI – Leadership Practices Inventory	Kouzes and Posner	5 scales 30 items

Table 25: Evaluation table Leadership Instruments

A number of considerations came into the decision process of the instrument. One of the most important on the LPI was, as mentioned above, that I have previous experience in using this instrument both in consultancy and in the first research I did for this thesis in 1992/1993[3]. At that time the instrument was fairly new, but later it has been used widely and was also included in DBA research at Henley (Olsen 1995). It has also been chosen for use by Sandbakken (2003), thus simplifying some tasks of translation and re-translation from English to Norwegian. In addition, over the years more than 100.000 leaders have been included in the Kouzes and Posner database and the research reliability and validity has been well established. (Kouzes and Posner 1995; Leslie and Fleenor 1998; Kouzes and Posner 2000; Carless 2001).

Another major factor in doing research in the newspaper industry is time constraints. The very nature of the industry makes time constraints a difficult measure. If you cannot get the interest there from the beginning – there is a high risk that the response rate will be low. The worsening market situation (spring 2002) called for a narrow focusing on part of the recipients of questionnaires, so that they did not find that they were wasting time on "useless" research. We have seen from other DBA research theses that the response rate has been a major reason for concern. (Brett, 2000; Lindgren, 2000). This was also one of the reasons why the research model was modified with less emphasis on the study of newspaper culture. After a review of the different elements of the instruments the selection was narrowed down in two stages, first from five to two instruments, and then later to one. The two instruments selected for the final round of evaluation was the MLQ questionnaire and the LPI (Leslie and Fleenor 1998).

[3] Research data from 129 Norwegian newspaper managers from the years 1994, using the LPI, is saved by the researcher in a data file, and may be used in further research to see if there have been any changes in leadership perceptions or practices over time

Instrument	Origin	Number of items	Properties
Multifactor Leadership Questionnaire	Mind Garden Bernard Bass	8 scales 45 descriptive statements	Test-retest reliability from .53 to .85 Cronbach's alpha coefficients from .81 to .96. Used in more 100 theses. (Bass and Avolio 1990)
LPI – Leadership Practices Inventory	Kouzes and Posner	5 scales 30 items	Test-retest reliability above .93. Internal consistency (Cronbach's alpha) in self reported ratings in the range of .70 to .91 Used in more than 100 research projects http://www.kouzesposner.com)

Table 26: Final table of leadership instrument choices

Based on this analysis I decided to go further with the LPI-model as a base for the research. Added to this – permission to use the instrument had been obtained at an earlier stage (when initial research was done in 1992/93) and it was re-applied for and permission received in June 2002. A study from 1996 showed that the LPI was well suited to research leadership practices in relation to productivity, job satisfaction and organizational commitment. (McNeese-Smith 1996)

The alpha-value in the sample of newspaper managers in 1993 (N=129) was ,879 for the 30 items in the LPI-model, which showed that the model was applicable in the newspaper industry. (Wilberg 1995). The overall alpha score for this current research project is given at ,8638 for the 30 items. Descriptions of the scientific properties of the LPI-model over a range of research projects throughout the world showed that the internal reliabilities of the LPI model ranged between .81 and .91 (Kouzes and Posner 1995; Leslie and Fleenor 1998) .

As mentioned earlier, using the LPI-instrument also reduced the implications for translation a great deal. The questionnaire had already been used by Olsen (1995) and Sandbakken (2002) and therefore its translation into Norwegian has already been done. In addition a translation – retranslation into Swedish was done through the assistance of a Swedish newspaper editor – based on both the English original and the Norwegian translation – ensuring that the meaning of the two questionnaires would be identical.

3.6 The single and dual leadership model

There is one structural variable that the industry has been debating for years, and that from time to time has been used to predict the successful performance of a newspaper organization. This variable, as introduced earlier, is the *single or dual leadership* of the newspaper. (Sigfridsson 1993; Wilberg 1995; Melesko 1999; Roppen 2001). This is a simple variable to identify – it can almost be done from the mailing list, but there were checks introduced for accuracy and for variations of the model. One variation would be the so-called hybrid model, where there is one person at the top, most often the editor, who is the top executive, but then he or she has a second-in-command that is often a deputy managing director or assistant director. The description of the variable is shown in the table below:

Structural variable	Description
Single model	The editor and managing director is one person who has the total responsibility for the newspapers content and operations.
Dual model	The editor is responsible for the content of the newspaper and its publishing by law and the editorial decision making process. The managing director is responsible according to the laws of incorporation and for the finances of the newspaper. There is some belief that the dual situation can lead to complex decision-making situations (Melesko 1999).
Hybrid model	The editor assumes full responsibility editorially and financially for the newspaper, but there is a position of business manager assisting the editor – like a dual model without the division of power.

Table 27: Construct of the leadership model variable for the newspaper (Wilberg 1993; Melesko 1999; Weibull and Wadbring 2000)

3.7 Performance variables

3.7.1 Objective variables

If you ask newspaper employees for their definition of a newspaper's success they will probably in more than 90% of the cases say circulation. Up to present time (2003) circulation level and circulation growth has been the major success criterion for newspapers and printed publications. It is regarded so important within the industry that there is a press conference held every year when the new circulation figures are published, and interesting results of gains and losses get a lot of publicity. A growth in circulation is the single most appreciated value because it incorporates the growth and influence of the readership, the attractiveness to advertisers and thus indirectly the success of the newspaper as a business. But in the last years – since the mid 90's the industry has not had many years of circulation growth and for some newspapers in both Norway and Sweden circulation decline has been more the rule than the exception. We therefore have to extend the objective performance construct with some additional items:

Variable	Application	Source
Circulation (average copies per day) – annual figures	Grouping of large and small newspapers	Aviskatalogen (Norway) and TSboken (Sweden)
Profit margin (return on sales) Annual figure	Grouping of newspaper after different levels of profits.	Published accounts from Sweden and Norway (The Publishers Associations)
Total sales (to form the basis for the variable – **market share)** Annual figure	Grouping of newspaper after total sales, and grouping of changes of market share.	Published accounts from Sweden and Norway (The Publishers Associations)

Table 28: External performance variables

The second performance item is the profit level of the newspaper. We will define this as the average of the two years that we measure – 1996 and 2001. The reason for choosing these two years and calculating the average return-on-sales margin, is that there is a five year time lap between the two years, and therefore it will represent different periods in a business and market change cycle. A measurement over a five year period is also suggested in literature (Miller 1987). High performance in both years will be an indicator of economic success over time.

These variables will be compared to the industry average in order to find out more about high and low performers, and be classified accordingly. The industry averages are published both in Sweden and Norway by a government agency, because of the fact that both countries have government subsidies paid to "vulnerable" newspapers.[4]

The third performance item is the relative market share of the newspaper, identified by the total income of the newspaper. If the share of income of an individual newspaper within the industry total has increased – so has the market share. This is easily identified from the public accounts and is not affected by the

[4] In Norway Statens Medieforvaltning and in Sweden Presstödsnämnden publish these figures every year.

size and relative influence of the newspaper. Both in Norway and Sweden there are evidence that high profit levels (return on sales %) are not necessarily only for the largest newspapers.(Presstödsnämden 2001; Statens_Medieforvaltning 2002).

3.7.2 Subjective performance variables

The last construct of robustness can be defined as a company's ability to adapt to changes in the business environment. Long-lasting competitiveness can also be described as something that the competition has difficulty in imitating. (Johnson and Scholes 2002).The respondents are asked to rate their newspapers robustness to changes in the competitive landscape compared to other newspapers in the same market situation and stage of development. Thus it constitutes an assessment by the leaders of the competitiveness and performance of the newspaper. The theoretical foundation for these items are found mainly with (Bettis and Hitt 1995; Kuvaas 1998; Brett 2000; Lindgren 2000; Lewis 2002).

Items	Highly vulnerable Highly robust
The quality of long term goals and strategies	1 2 3 4 5
Changes in business cycle	1 2 3 4 5
Organizational structure	1 2 3 4 5
Financial platform (solidity)	1 2 3 4 5
Products and services	1 2 3 4 5
Competence and knowledge base	1 2 3 4 5

Table 29: Construct of robustness

3.8 Environmental scanning and strategic perspective

The subjective performance variables are the ones identified through the literature search and the focus group screening process. After deliberations I decided on the construct of *robustness* best to describe the subjective performance and competitiveness of the newspaper. There were no predefined set of variables or scales that could be used directly, so the actual wording of the questions in the questionnaire was done as a combination of questions used by Lindgren (2000) and Kuvaas (1998) combined with a screening of variables by the focus and reference groups. The questionnaire was divided into three main sections – the leadership section with the LPI, the environmental section, on the environmental scanning, and the section on strategic perspective and robustness.

3.8.1 Environmental scanning

The section on the newspapers environment is best described as the formality of the procedures that the newspaper is operating under. In this part of the questionnaire the items came out of the literature studies on environmental scanning. They are based on Kuvaas (1998), Lindgren (2000), Jennings and Lumpkin (1992), Yukl (2002), and Hagen and Amin (1992). The wording has been adjusted to the requirements of the newspaper industry.

To what extent do you believe that the newspaper has:	**Not at all ----- to a great extent**
Formal procedures for the evaluation of the newspapers' readers	1 2 3 4 5
Formal procedures for the evaluation of the newspapers' advertisers	1 2 3 4 5
Formalised evaluation and scanning of the competitive environment	1 2 3 4 5
Formalised evaluation of new production methods and technology	1 2 3 4 5
Formal systems for results comparisons with other newspapers	1 2 3 4 5
Complexity and uncertainty in the environment (*)[5]	1 2 3 4 5
Ownership that is demanding results (*)	1 2 3 4 5

Table 30: The construct for formal environmental scanning and factors

[5] Items marked (*) are experimental items.

3.8.2 Strategic perspective

The section on strategic perspective was chosen after a screening of the literature and discussions with the focus and reference groups on the relevance of these questions in practice. Main contributors theoretically, again, have been Lindgren (2000) and Kuvaas (1998), as well as the references quoted in table 30. above.

Questions	Not at all ----- to a great extent
We have a clear strategy (written down) that guide us into the future	1 2 3 4 5
We have a participative planning process	1 2 3 4 5
Our objectives are easy to communicate throughout the organization	1 2 3 4 5
We have a continuous and formal process of product development	1 2 3 4 5
We monitor the brand value of the newspaper	1 2 3 4 5
When we make decisions we emphasize the speed of implementation	1 2 3 4 5
We believe we have the ability to change quickly	1 2 3 4 5
Our overall performance is better than other newspapers in similar market situations	1 2 3 4 5

Table 31: Constructs of strategic perspective

3.9 Experimental and explorative item

With little prior research to go on within the industry on leadership and performance, but many personal references and comments from industry leaders, I decided to put a few experimental items into the questionnaire. These items are not used in the research at this stage, but will be used in later research projects. The results of these items (marked *) are not presented in depth the thesis, but the one on ownership is included in chapter 4.7 on explorative observations.

3.10 The focus and reference groups

From the testing stages onward two combined focus/reference groups were recruited from the researcher's database. This selection was done on criteria set by myself for the purpose. The recruitment criteria are shown in the table below:

Age	To ensure that both younger and more senior people are represented
Sex	To see if there are differences according to sex
Nationality	Norway and Sweden
Geography	All parts of the countries represented
Structural model	Both single and dual manager newspapers.
Ownership groups	Both privately owned, trust owned and corporation-owned
Editorial/administrative	To see if there are differences of perceptions between the editorial and administrative people.

Table 32: Respondent breakdown – reference groups

The recruitment procedure, done by e-mail, was extremely successful, and the listing of the participants by major breakdowns is as follows:

	Norway	Sweden
Total number of participants (Editorial + Administrative)	18	24
Of which females	*3*	*3*
Editorial	6	7
Administrative	12	17

Table 33: Focus and reference group participant table

This group worked mostly through e-mail responses. The experience of putting questions to them and get responses worked well. Thus it served mostly as a reference group. Being spread all over Norway and Sweden it was impossible to bring them all together, so contacts have been made by e-mail, telephone conversations and personal interviews whenever travel schedules and assignments have made that possible.

3.11 Sampling procedure

The universe for the research is made up of higher level newspaper managers and editors in Norway and Sweden. By this I mean newspaper employees or owners that are actively involved as leaders or managers in a newspaper or in a newspaper group – on top or next-to-top levels. I have also included the leaders from newspaper groups like Bonnier, Orkla and Schibsted because their managers are actively involved in the development of their newspaper subsidiaries. The level of managerial responsibility in the organization is not specifically discussed but it is addressed as a supporting variable, as is also sex, age, educational level and years in the industry. Some of the managers and editors are leading more than one newspaper. These are only included once in the sample for their main newspaper.

The list of names to include in the sample was obtained from the Norwegian and Swedish Newspaper Publishers Associations and was updated as of 1st of January 2002. A test list was developed to see how many managers fell into different categories of editorial and managerial positions. This list is a consolidation of the Norwegian Publishers list of newspapers and the e-mail list as it has been developed specifically for this research. The total number of possible recipients for this research was 565. The target for responses was set at a minimum of 100 and hoping for 150-200 – based on earlier experiences.

Country	
	Total
Norway	341
Sweden	224
Grand Total	565

Table 34: Total sample by country

3.12 The data collection procedure

Knowing that the response rate could be a problem it was decided quite early on a three stage collection procedure: 1) Introduction and "teaser", 2) Questionnaire process and 3) follow up. Built on the procedures of Lindgren (2000) and Brett (2000) I particularly paid attention to the difficulties in getting enough responses. The most important factor in this would be to keep the questionnaire as short as possible – and at a maximum of four pages, which after consultation with the reference group was regarded as a "critical length". The questionnaire was also designed with the same scale figures (1 through 5) throughout – to make the questionnaire easier to comprehend. The suggestions by Schwab (1999) was followed through the development of the questionnaire (Schwab 1999).

I also decided quite early that I would use e-mail as the primary vehicle for distribution and collection of the questionnaire. E-mail has several advantages that can be applied in research to enhance the control of the procedures. First, it gives better control with response and non-response-problems, and thus forms a better basis for follow up procedures. False e-mail addresses are easily identified by the mail servers and returned to sender accordingly. Second, the use of e-mail and production of questionnaire in different formats makes it easier for the respondent to fill in and return the questionnaire, across different computer platforms. Thus, I decided to include several options for return of questionnaire, like a fax-back option or a mail-back option, and the questionnaire was developed both in a Word-format and as a pdf (Portable Document Format), since many newspapers have a Macintosh platform rather than a PC-platform. . Discussions with representatives for the focus group revealed that some people feel more comfortable working with a printout than a computer screen. The overall impression was, however, that the respondents wanted it to be as simple as possible. A test carried out with the Swedish focus/reference group (N=19) revealed the following distribution:

Option	Number of responses
Mail (post)	0
Fax	0
E-mail with Word or pdf	16
Web	10

Table includes double answers

Table 35: Preferred respondent methods (N=19 Swedish respondents)

Based on this test the method of e-mail return with Word and a pdf.-option was chosen. Allowing for some double answers the above table clearly shows that the electronic option was preferred, and that the more flexible possible printout format was the most desired.

The research was sequentially carried out the following way: First, an e-mail personally addressed to the respondent was sent, informing briefly about the research program and the potential benefits of participating (getting hands-on-results). The pay-off line to catch interest among the recipients was: *Leadership – why are some newspapers performing better than others.* This initial e-mail also stated the timetable of the research and the necessity of a quick reply. This also gave an opportunity for "cleaning" the list of participants, because if the e-mail address has been changed or was not valid, an error message would occur. Thus, I had reasonable control over the recipient list.

During the spring months of 2002 it became obvious that the market situation in the industry was worsening and that editors and managers would be engaged in formulating contingency plans and budget cuts on a large scale, and academic research would be way down their priority list. I therefore decided to speed up the process of data collection and instead of e-mailing out after the summer holidays, I decided to e-mail out as quickly as possible. The questionnaires were e-mailed out on the 14th June 2002.

When answers were returned, they were immediately checked for completeness and could be returned for additional adjustments if necessary. Then the database of recipients was used for individualised follow up until the data collection process was completed. More details on this in chapter 4.

3.13 Other considerations

This study is based on self-reported data for the leadership part and robustness/competitiveness, and on archival data for most of the performance data. There is documentation that that perceptions of a chief executive on issues like strategy making reflect an organizational construct and not only individual differences in perceptions. (Dess, Lumpkin et al. 1997). There are also other studies to confirm that top management perceptions are also reflected in the team members perceptions. One can therefore argue that this will hold for other constructs too. (Dess and Robinson 1984; Hart and Banbury 1994).

In the case of this research the leadership perceptions through the LPI will be tested against the objective data for circulation, return-on-sales margin and market share. We use data from 1996 and 2001 – but the perceptions of the leaders are measured in middle 2002. It might be that things have changed and that the managers responsible today are not the ones that were there in 1996 and 2001. However, as the results show, the average number of years of employment in the newspaper is 11, so we can argue that the leadership practices cover the period quite well, with managers that have influenced their newspaper through the period of analysis. But an exact match between managers and the timeframe of research would be impossible to obtain, so therefore we will have to settle for some imperfection. However, it can be argued that all the participants in the study are so called "key informants", knowledgeable about their organization and the issues being researched, so the imperfections of not having the exact match between timing and participant is to some extent counterbalanced by the quality of the participants and their insight into the issues of the research project. The term "key informant" is covered in literature as a way of reducing risk in a single informant research strategy. (Kumar, Stern et al. 1993).

3.14 Conclusion

In the development of the research hypotheses and the methodology I have relied heavily on tried and tested principles of research. First and foremost the selection of the primary research instrument (LPI), for which there is a solid theoretical and empirical base. Second, the stepwise process of developing the research procedures for the other items, constructs and variables into something that seemed to be operational through careful evaluation of sampling procedures and the close collaboration between me as the researcher and the focus/reference group of newspaper executives both in Norway and Sweden. The main theme from the practitioners, who often feel loaded with questionnaires, is to keep the whole thing as short and simple as possible. I believe that I have accomplished this without compromising the quality of the research.

4 Analysis and findings

4.1 Initial data description

In June 2002 the questionnaire was distributed solely by email according to the procedure outlined in the previous chapter. Over the summer 2002 the responses came in gradually, more than 50 the first week, and by the end of August a second e-mailing was done setting the final cut off date to Sep 1, 2002. Throughout August different re-mailings were made and the last questionnaire came in at the end of September.

At the end of this period the response was as shown in the following table, checked for consistency:

Country			
	Total	Responses	% rate
Norway	341	79	23,1%
Sweden	224	68	30,3%
Grand Total	565	147	26,0%

Table 36: Responses to questionnaire

As mentioned earlier, we must take into consideration the difficult times in the industry when reading these response figures. During 2002 the situation for the press in Norway and Sweden has deteriorated considerably leading to a number of newspapers calling for staff reductions and redundancies. The response rate for this research has been larger than for other doctoral studies. (Brett 2000; Lindgren 2000), and considerable thought was put into the research design and testing of it. The response rate of 26% in total must be viewed to be satisfactory also in relation to tests of different research designs. (Cobanoglu, Warde et al. 2001)

A further breakdown of the sample shows that we have participants from all departments and all newspaper sizes. This breakdown is part of the initial inspection of data to check for inconsistencies. Just a few of them will be used in the hypothesis testing – single vs. dual model in hypothesis 3, and editors vs. managers in hypothesis 5.

Country	Male	Female	Grand Total
Norway	66	13	79
Sweden	58	10	68
Grand Total	124	23	147

Table 37: Sample breakdown by country and sex

Breakdown by sex shows that there is a vast majority of males in the sample. This also represents fairly well the distribution in the industry, as it is a well known phenomenon that there are few females in senior managerial positions in the industry. A check on this with population figures (all newspapers) in the Norwegian sample showed that there are 16% females in the Norwegian sample. The number of top management females in newspapers in Norway is 15%. (Mediebedriftene 2002).

Country	<30	31-40	41-50	51-59	60+	Grand Total
Norway	1	16	33	26	3	79
Sweden	1	13	27	22	5	68
Grand Total	2	29	60	48	8	147

Table 38: Sample breakdown by age

We see clearly that the age distribution has its weight in the 40+ segment. This is also no surprise really, partly because the more senior managerial level will be in the late 30's at least, as it sould be in most industries, but it also points towards another problem within the newspaper industry – namely that it is growing into a mature industry represented by age. One recent concern has been that the downsizing of the industry leads to an aging of its workforce.

	Norway	Sweden	Group Total
	Count	Count	Count
University Entrance Level	5	10	15
Short university (1-3yrs)	28	22	50
Long university (3 + yrs)	31	28	59
Other education	15	8	23
Group Total	79	68	147

Table 39: Sample breakdown by educational level

This table shows that most of the respondents have university level education, with the largest group having a longer (more than 3 years) university level education.

Table 40: Average years in paper or industry

Country	Data	Total
Norway	Average of Yrsinpap	12,0
	Average of Yrsinind	17,8
Sweden	Average of Yrsinpap	11,3
	Average of Yrsinind	18,5
Total Average of Yrsinpap		11,6
Total Average of Yrsinind		18,1

Yrsinpap= Years employed in the newspaper
Yrsinind = Years in the newspaper industry.

We see that the average of the two countries is quite similar. The average time in the newspaper industry is around 18 years and the number of years at the same paper is around 12 years in both countries. This also shows the well known phenomenon that people that are employed in the newspaper business have been there over a number of years and that they are very loyal. Some observers of the industry will regard this as a weakness, and that it will slow down the necessary reorganization processes.

Country	Editorial	Admin	Both	Staff	Grand Total
Norway	11	41	25	2	79
Sweden	20	26	15	7	68
Grand Total	31	67	40	9	147

Table 41: Breakdown by main area of responsibility

We see that there are differences in the samples between the countries insofar as their main areas of responsibility. We have more Swedes with editorial responsibility and we have more Norwegians with administrative responsibilities or both.

	Leadership model			
Country	Single	Dual	Hybrid	Grand Total
Norway	27	50	2	79
Sweden	21	45	2	68
Grand Total	48	95	4	147

Table 42: Breakdown by leadership model

There are more similarities between the samples when it comes to leadership model. We see that the dual model is most prevalent in both countries – followed by the single model.

4.2 Primary data purification

4.2.1 The personal data

The material was manually input from questionnaires that had been printed out combined with those that had been returned by fax, into an Excel spreadsheet after first being visually checked for errors. In three cases e-mails were sent out to gather further information about the respondent. Typing errors at data entry were eliminated and there were only minor adjustments that had to be made to the data entries. Some missing data could easily be established through additional manual input i.e. sex could easily be established from looking at the respondent's name. All in all the data from the respondents were of very high quality.

104 out of 147 respondents came in by return e-mail, which is considered to be a very high figure (70%). This also corresponds to results from experiments with different collection methods. (Cobanoglu, Warde et al. 2001).

4.2.2 Company data

The data for the newspapers were obtained from official accounts provided by the Publishers Associations in both Norway and Sweden. Both countries have published circulation data and financial data, and I selected data for the years

1996 and 2001 as a basis for the research. As earlier mentioned, these years were selected because there is a five year time-lag between the two measuring points, and that it was not possible to go back further on the Norwegian data.

In 20 cases I have not been able to establish the time series of company data, partly due to the fact that some of the newspapers have merged into new groups, thus making comparisons impossible. The data for these respondents are left out when doing analyses that combine the personal and company data, but not when doing analyses of the personal data and the construct of robustness.

The data for circulation was computed by using circulation lists. These are published annually from both the Norwegian and Swedish Publishers Association. The data for market share were computed by taking share of income of all newspapers – not only those that participate in the research. From this I could establish variables for circulation, market share and profits (average of 1996 and 2001 figures) that then were transferred and tagged on to the personal data. For each person (even from the same newspaper) there is a company tag.

These variables were then coded and grouped in accordance with groupings that are common in the newspaper business as will be outlined further below.

4.2.2.1 Circulation

Three variables for circulation are calculated. The first CIRCLVL is representing the circulation level in the 2001 data.

The table is:

Circulation level	Variable
Circulation 40.001 copies and over	4
Circulation 20.001 – 40.000	3
Circulation 10.001- 20.000	2
Circulation 0 - 10000	1

Table 43: Circulation level

The second variable CIRC1 denotes if the newspaper has had circulation growth over the period 1996 to 2001. If yes, the code is 1 and if no – the code is 0.

The third variable CIRC2 is simply the difference in copies from 1996 to 2001, thus showing a positive figure if circulation has been growing, and a negative figure if the circulation has been dropping.

Circulation is, within the newspaper industry, the most frequently cited success criterion, bringing together the total attractiveness of the newspaper towards its readers and advertisers, and one of the building blocks of the construct of robustness – expressed as the newspaper as an important product/service for readers and advertisers.

Looking at the sample we see that for the criterion CIRC1 we have 95 respondents representing newspapers with no growth and 52 respondents representing newspapers with circulation growth. The distribution is almost similar for both countries. One important check of the data is to see if there are participants from all circulation groups.

Respondents per circulation group

	Norway	Sweden	Group Total
	Count	Count	Count
1	26	9	35
2	8	12	20
3	28	18	46
4	17	29	46
Group Total	79	68	147

Table 44: Breakdown of respondents per circulation group

We can see from this table that all levels of circulation are present in the sample. There is an under-representation in the Norwegian sample of the #2 group, and in the Swedish sample in the #1 group.

4.2.2.2 Market share

A calculation was made from the company data by summing up the total revenue for all newspapers reported in the government listings for the two years. A percentage of income criterion was set as market share. This is an aggregation of circulation and advertising income, thus representing the power of the newspaper within the total newspaper market. From this I established two criteria, the first one, MSHARE1, being a dichotomous variable set to 0 if there has been no growth or loss in market share and 1 if there has been a growth.

The second variable MSHARE2 is a variable with the change in market share calculated as Market Share 2001 – Market Share 1996. The item shows the strength of the market share change.

4.2.2.3 Profitability

The third performance criterion is calculated as *profits after finance and before taxes*. Government subsidies are not taken into the calculation thus showing some newspapers with huge losses. But the reasoning has been to show the newspaper financials as the internal operation, and therefore a "constant" external factor like government subsidies is not taken into consideration.

Three criteria are established. The first one, RESAVG, is the average %result of the years 1996 and 2001. The second criterion, RESLVL, shows the level of results coded into four categories according to the following table:

Level of profitability	Code
Above 10%	4 – High performer
Between 5 and 10%	3 – Middle performer
Between 0 and 5%	2- Low performer
Below 0%	1- Loss

Table 45: Codes for levels of profitability

These criteria are normally used within the industry to classify newspapers into different profit level groups (Presstödsnämden 2001).

The last variable, RESIMPR, is a dichotomous variable telling if there has been an improvement in profitability from 1996 to 2001 (=1) or not (=0). This means that even newspapers with a loss can score on this variable if there has been an improvement.

These items are combined to form a composite variable for objective performance – called PERFORM, which in turn is made into three groups in a variable called PERFLVL.

4.3 Initial data analysis

All the data gathered from the respondents were checked through a procedure proposed in the literature (Hair, Anderson et al. 1998) for mean, standard deviation, kurtosis and skewness. The data list is included in Appendix C. There is no evidence according to literature that the data is not distributed normally. According to literature (de Vaus 2002) (p.78) statistical analysis shows that violating the normality assumptions of tests has less severe effects than previously thought.

4.3.1 Data purification through a stepwise process

The questionnaire was constructed with four sections of data sets: The LPI for the measurement of leadership, (LPI01-LPI30) the variables for external orientation (OMG01-OMG07), the variables for strategic orientation (STR01-STR10) and the variables for Robustness (ROB01-ROB06). In addition to this there was a small section with demographic variables.

Each of these sets of variables were tested for reliability through the use of SPSS to obtain their scores for Cronbach's alpha.

According to literature (Hair, Anderson et al. 1998) the lower acceptable limit for alpha score is .70, but in exploratory research it is acceptable with alphas as low as .60 (p.118).

4.3.2 The Leadership Practices Inventory (LPI)

The LPI data were put through a stepwise purification process. According to the theory (Kouzes and Posner 1995) the five scales of the LPI were determined by factor analysis. Extensive research over the years have repeatedly shown the LPI to be an instrument of high reliability with alpha scores in general between ,70 and ,90.(Kouzes and Posner 1995). By using the datasets according to the theory, initially the results were as follows:

LPI dimension – scale	Items	Alpha score
Challenging the process	LPI 1,6,11,16,21,26	.6871
Inspiring a vision	LPI 2,7,12,17,22,27	.6736
Enabling others to act	LPI 3,8,13,18,23,28	.6603
Modelling the way	LPI4,9,14,19,24,29	.5398
Encouraging the heart	LPI 5,10,15,20,25,30	.7252

Table 46: Initial scores for Cronbach's Alpha on LPI

This initial analysis showed that only one of the scales had an acceptable alpha (above 0,70) without purification. The scale for *Modelling the way* was not at all acceptable. Therefore a purification strategy was adopted – first in an attempt to improve on the alphas by dropping some of the individual items in the scales. None of the initial scales except Modelling the way could be improved by the purification process. In the scale Modelling the way only two elements remained – LPI24 and LPI29 resulting in an alpha score of 0,6234. This is barely acceptable, but not totally out of the question. Additional tests were performed by dividing the sample into a country sample and a line-of-work sample (editors and non-editors). The results from the factor analyses were that they more or less came up with the same result. I was a bit disappointed that the LPI would not conform to the theory, and it made me think that I might have had problems in the translation or that there would be some problem relating to the instrument itself. The translation was done in collaboration with another DBA associate (Sandbakken). In addition there were no differences in this problem between Norway and Sweden, and no problems had shown up during the pre-tests. I therefore assume that there might be a problem with the LPI within the newspaper industry. One Swedish editor, who responded to the questionnaire made the comment that I had made him think about leadership in "new and unusual ways", which points in the direction of a possible cultural problem.

Therefore a second strategy was adopted by combining some of the scales into a higher order construct. I decided to combine the scales *Challenging the* *process* and *Inspiring a shared vision*, because they theoretically fit very well together. This led to a dramatic improvement in the scales with alpha scores up to 0,7859. I also combined the next two scales *Enabling others to act* and *Modelling the way* – resulting in an alpha score of 0,7153 – this also being successful

Based on these changes I ended up with a leadership scale consisting of three elements (the model variable names within the parentheses)

Element	Alpha score
Change and vision (LPICHVIS)	,7859
Collaboration and target setting (LPICLMD)	,7153
Motivation (LPIENC)	,7252

Table 47: Alpha scores for revised leadership (LPI) constructs

4.3.2.1 Refining the leadership score – theoretical underpinning

Inspired by the initial outcome of the LPI I decided to put all the data (30 elements) into a factor analysis to see how the results would appear, and to see if there would be other combinations of the leadership behaviours that would provide better results. This was also done to test the similarity of the categories with the original model by Kouzes and Posner in a confirmatory analysis.

The factor analysis reduced the dataset to 9 factors, all with quite high factor loadings for the principal factors. However there was a considerable overlap in the interpretation of these results, and also – when loaded into the reliability testing, none of the new scales would give alpha scores above ,70. Most alphas were between ,60 and ,68 – and some even lower. Therefore it was concluded to proceed with the higher level LPI-score as outlined above. This is also supported by the work of Carless, who concluded that the LPI was an appropriate measure for leadership on a higher level. (Carless 2001). A study performed in Hong Kong on 104 middle managers showed that the LPI did not confirm the five factor model and that a three factor model would be better. (Lam 1998).

I also tested the data by performing a forced five factor analysis of the LPI-data. The results gave back that 3 out of 6 items in the scale (5 scales of 6 items each originally) were represented in the correct groups.

Going back to theory redefining the LPI-scores to a higher level, leads into interpretations closer to that of transformational leadership. As outlined in section 2.7.2, a three act process of organizational change was found. (Tichy and DeVanna 1990): Recognizing the need for change, institute a vision and then follow up through the organization. This theoretical view is also supported by other research (Bass 1985; Bass and Avolio 1994; Yukl 2002). A doctoral colleague of mine – Dag Aadne Sandbakken also has performed his study on a sample of predominantly Norwegian leaders, using the LPI. A factor analysis on his data returned 3 factors, also suggesting that the above considerations might be valid in the Scandinavian context. (Olsen 1995; Sandbakken 2003). An earlier DBA thesis by Olsen (1995) also gave four factors as a result of the factor analysis.

The LPI-analysis was thus conducted with three scales instead of five – the first two being combinations of original scales, and the last one being the original on motivation. The scale results were then recalculated as a sum of the underlying elements and reinserted into the dataset.

4.3.3 Variables for the environmental orientation

The dataset and scales for the environment was oriented towards defining systematic procedures for the monitoring of the environment. The theoretical foundation for this is found in section 2.1.2. The variables OMG01-OMG05 are all variables for formal procedures for information gathering of readers and advertisers. The alpha score for the environmental elements that make up the scale was 0,7573., as shown in the following table.

```
****** Method 2 (covariance matrix) will be used for this analysis ******

 R E L I A B I L I T Y   A N A L Y S I S  -  S C A L E  (A L P H A)

  1.     OMG01
  2.     OMG02
  3.     OMG03
  4.     OMG04
  5.     OMG05

        N of Cases =       147,0

Inter-item
Correlations         Mean    Minimum    Maximum     Range    Max/Min   Variance
```

,3826	,2376	,5313	,2937	2,2358	,0091

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Alpha if Item Deleted
OMG01	13,0680	9,6118	,5988	,3914	,6857
OMG02	13,1429	10,0411	,5518	,3438	,7038
OMG03	13,0136	9,6300	,6191	,3904	,6786
OMG04	13,1565	11,4069	,4157	,2063	,7490
OMG05	12,4898	10,5256	,4426	,2103	,7440

Reliability Coefficients 5 items

Alpha = ,7573 Standardized item alpha = ,7560

Table 48: Reliability score for environmental variables

4.3.4 Two additional variables

I decided to put into the research two extra variables as experimental and/or control variables. These are OMG06 dealing with the complexity and uncertainty of the environment, and OMG07 dealing with the demands that the owners put on the newspapers. The inclusion of these variables arose from discussions with the reference group. The first variable OMG06 on complexity and uncertainty of the environment can be argued from the fact that some newspapers (small and/or local newspapers) are published in areas of the countries where there are no other newspaper, and there are few alternatives for news, from radio and TV on the local level. Therefore these newspapers operate in a "closed and secure" environment. The management of these newspapers may have other views on their environment than management of newspapers in competitive environments.

The other variable on ownership influence – that the owners demand results from the managers, by raising the level of profit objective or demanding cost cutting is changing the internal workings of the newspapers. There are arguments heard that higher pressures for financial returns from the owners lead to a gradual change of focus – again leading to a reduction of the quality of the newspaper. A Norwegian thesis will be published on this later this year (Roppen 2003). Similar concerns have been raised in Sweden.

These variables are not directly used in the testing of hypotheses but as additional variables. I will return to OMG07 with a comment later in the thesis. The other variable (OMG06) might be used in further research later.

4.3.5 Scale for the strategic perspective

The construct of strategic perspective is made up of 8 items directed towards the internal processes of strategic change, and two additional items dealing with a positive internal culture.

The alpha scores for the variable STRATPER which consists of the items STR01-STR08 in the scale are as follows:

****** Method 2 (covariance matrix) will be used for this analysis ******

R E L I A B I L I T Y   A N A L Y S I S - S C A L E (A L P H A)

1. STR01
2. STR02
3. STR03
4. STR04
5. STR05
6. STR06
7. STR07
8. STR08

		Mean	Std Dev	Cases
1.	STR01	4,1293	,9162	147,0
2.	STR02	3,7007	,9681	147,0
3.	STR03	3,2109	,8619	147,0
4.	STR04	3,6939	,8649	147,0
5.	STR05	3,8231	,9341	147,0
6.	STR06	3,7483	,8902	147,0
7.	STR07	3,4898	,9463	147,0
8.	STR08	3,6463	,8743	147,0

Correlation Matrix

	STR01	STR02	STR03	STR04	STR05
STR01	1,0000				
STR02	,3683	1,0000			
STR03	,4336	,5441	1,0000		
STR04	,3009	,3888	,3169	1,0000	
STR05	,1229	,1834	,1572	,3988	1,0000
STR06	,1242	,0232	,1857	,2106	,1355
STR07	,0529	,0266	,2252	,3267	,1684
STR08	,2541	,1573	,2087	,2725	,2080

	STR06	STR07	STR08
STR06	1,0000		
STR07	,4320	1,0000	
STR08	,1840	,2854	1,0000

R E L I A B I L I T Y   A N A L Y S I S   -   S C A L E   (A L P H A)

N of Cases = 147,0

Statistics for	Mean	Variance	Std Dev	N of Variables
Scale	29,4422	17,5223	4,1860	8

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Alpha if Item Deleted
STR01	25,3129	13,9562	,3984	,2637	,6857
STR02	25,7415	13,6861	,4047	,3888	,6846
STR03	26,2313	13,4941	,5188	,4030	,6609
STR04	25,7483	13,2581	,5582	,3569	,6524
STR05	25,6190	14,3470	,3254	,1728	,7015
STR06	25,6939	14,6385	,3070	,2087	,7044
STR07	25,9524	14,0868	,3576	,3073	,6948
STR08	25,7959	14,2594	,3784	,1654	,6898

Reliability Coefficients 8 items

Alpha = ,7129 Standardized item alpha = ,7155

We see that there is an acceptable alpha score of ,7155 for this scale, and that it therefore is appropriate for further research.

The last two items are combined in a scale variable called STRCULT dealing with the positive internal company culture and active work over the internal departmental borders. The theoretical reference is found in section 2.14 and is adapted to the newspaper industry. The alpha score for this scale is shown below.

R E L I A B I L I T Y   A N A L Y S I S   -   S C A L E   (A L P H A)

1. STR09
2. STR10

		Mean	Std Dev	Cases
1.	STR09	3,7143	,9363	147,0
2.	STR10	3,7279	,9761	147,0

Statistics for	Mean	Variance	Std Dev	N of Variables
SCALE	7,4422	2,8785	1,6966	2

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Alpha if Item Deleted
STR09	3,7279	,9528	,5738	.
STR10	3,7143	,8767	,5738	.

Reliability Coefficients

N of Cases = 147,0 N of Items = 2

Alpha = ,7288

We see that the alpha score is ,7288 for this scale.

4.3.6 The scale for robustness

The last scale is about the organization's ability to be robust and to adapt to the changing environment. It deals with quality of strategies, resistance to changes in the business cycles, the structure of the organization, its solidity, strength of product and internal competence – all very important factors for newspapers today.

****** Method 2 (covariance matrix) will be used for this analysis ******

R E L I A B I L I T Y   A N A L Y S I S   -   S C A L E   (A L P H A)

1. ROB01
2. ROB02
3. ROB03
4. ROB04
5. ROB05
6. ROB06

		Mean	Std Dev	Cases
1.	ROB01	3,6939	,7640	147,0
2.	ROB02	3,1293	,9236	147,0
3.	ROB03	3,4490	,7780	147,0
4.	ROB04	3,7891	1,1776	147,0
5.	ROB05	3,9048	,7055	147,0
6.	ROB06	3,4762	,7055	147,0

Correlation Matrix

	ROB01	ROB02	ROB03	ROB04	ROB05
ROB01	1,0000				
ROB02	,4253	1,0000			
ROB03	,2213	,3476	1,0000		
ROB04	,3388	,4220	,1713	1,0000	
ROB05	,2378	,2398	,1658	,2725	1,0000
ROB06	,2088	,1887	,1694	,1464	,1881

	ROB06
ROB06	1,0000

N of Cases = 147,0

Statistics for Scale	Mean	Variance	Std Dev	N of Variables
	21,4422	9,9196	3,1495	6

Inter-item Correlations	Mean	Minimum	Maximum	Range	Max/Min	Variance
	,2496	,1464	,4253	,2789	2,9043	,0082

R E L I A B I L I T Y   A N A L Y S I S - S C A L E   (A L P H A)

Item-total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Alpha if Item Deleted
ROB01	17,7483	7,3814	,4708	,2372	,5996
ROB02	18,3129	6,4904	,5474	,3266	,5622
ROB03	17,9932	7,8698	,3309	,1402	,6434
ROB04	17,6531	5,9952	,4400	,2324	,6167
ROB05	17,5374	8,0311	,3478	,1241	,6389
ROB06	17,9660	8,3345	,2670	,0804	,6611

Reliability Coefficients   6 items

Alpha = ,6648   Standardized item alpha = ,6662

When I tested this construct initially I had alpha scores of ,72 on this construct. As we can see here the alpha is ,66 which is somewhat lower than the recommended threshold value of 0,7. I have identified that this might be due to a problem with the Swedish sample. The country split sample shows that the Norwegian sub-sample has an alpha score of ,70 and the Swedish a score of ,61. In scales with few items (less than 10) one can often have lower alphas than the recommended 0,7. An additional evaluation of the scale is to look at the mean inter-item correlation. The recommendation for these are that this should lie in the range from 0,2 to 0,4. In this case it is 0,24 (Pallant 2001). Despite these limitations I decided to proceed with this construct for the measurement of newspaper robustness, bearing in mind the possible weaknesses of this scale.

4.3.7 The variable for leadership model

This structural variable goes back to the discussion on parallell management – single or dual management model (Severinsson 1994; Melesko 1999). This is simply a category variable for the single management model and the dual management model. The variable is called LMOD and has three categories, 1=single model, 2=dual model, 3=hybrid model.

The distribution of management structure in the sample is given by the following table:

LMOD	Norway	Sweden	Grand Total
1	27	21	48
2	50	45	95
3	2	2	4
Grand Total	79	68	147

Table 49: Respondents by management model

The hybrid model (an editor as publisher with a deputy managing director) is only relevant in four cases throughout the whole sample – therefore it is eliminated from the analysis because of the few respondents, and the fact that there are structural differences in size between these newspapers in Norway and Sweden, something that would make generalisations based on the results more difficult.

Also the construct for structure must take into consideration the differences of leadership perspectives between those managers working in an editorial environment and those who do not. This again relates to the discussion of the single/dual model and the possible differences of opinion on leadership and other factors that might lead to conflict of interest. (Melesko 1999).

We see from this table that there are 48 managers who solely work in an editorial environment, and 99 that do not.

4.3.8 Conclusion

The initial data analysis showed that the alpha scores could all be improved upon by refining the scales in some new ways. Some items that looked promising in theory proved to be less useful in practice. Through the stepwise refining process I believe I have been able to increase the overall quality of the research material. The following table gives an overview of the research constructs and the corresponding alpha scores. All the alpha scores except the last one – for robustness – is up to the level recommended in literature (Hair, Anderson et al. 1998; Pallant 2001), but since it is so close to the recommended level, I have decided to go along with the result into further analysis.

Scale	Comprising	Variable names	Alpha score
LPI – Leadership Practices Inventory	3 scales (Vision, Collaboration and Motivation)	LPICHVIS LPICLMD LPIENC	,7859 ,7153 ,7252
Environmental orientation	1 scale	OMGFORM	,7573
Strategic perspective	1 scale	STRATPER	,7155
Internal culture	1 scale	STRCULT	,7288
Robustness	1 scale	ROBUST	,6648

Table 50: Overview of main constructs used in hypothesis testing

4.4 Revision of the research model

4.4.1 Constructs

The research model was adjusted according to the findings and the data analysis and was set up as follows:

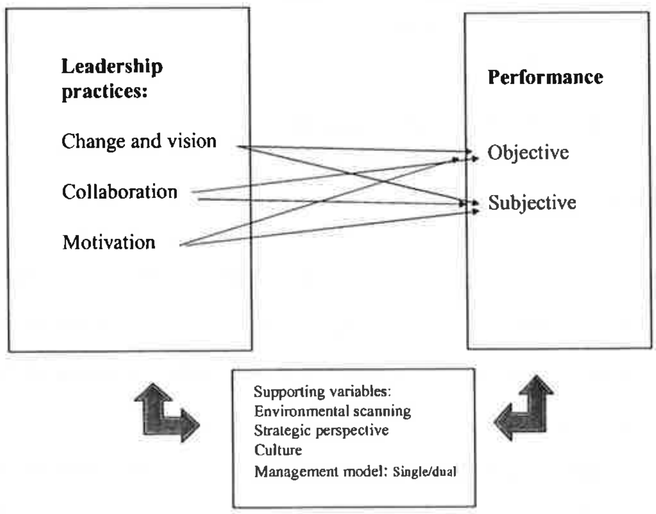


Figure 9: Independent and dependent variables

The hypotheses were then linked to the data by setting up a table of constructs to be tested.

4.4.2 Development of the objective performance criteria.

The success criteria of the newspapers can be evaluated in many ways. One is simply to go by profitability, but in our context that would not be sufficient. Success criteria in newspapers are more composite, and for the analysis of data I constructed a variable PERFORM that consists of the following elements:

Element	Values
Circulation	0 = No circulation growth 1= Circulation growth
Market share	0 = No growth in market share 1 = Growth in market share
Profitability level	4 – High performer 3 – Middle performer 2- Low performer 1- Loss
Improvement of financial performance	0 = No improvement 1 = Improvement

Table 51: Construction of PERFORM variable

The PERFORM variable is a summated scale based on the elements in the table above. A summated scale can be used to simplify a complex measurement by representing the multiple aspects of a concept in a single measure (Hair, Anderson et al. 1998) (p.117).

The profitability level construct needs some clarification: Through discussions with the reference group as well as consulting the report on newspaper economy (Presstödsnämden 2001) one could establish a norm for high and low performance according to the following scale:

Profitability level	4 – High performer 3 – Middle performer 2- Low performer 1- Loss	10% or above From 5% to 9.9% From 0 to 4.9% Less than 0%

Table 52: Profitability level table

This gives the performance indicator PERFORM a minimum score of 1 and a maximum score of 7.

PERFORM	Norway	Sweden	Grand Total
0	8	12	20
1	8	9	17
2	14	12	26
3	22	10	32
4	7	12	19
5	14	10	24
6	6	3	9
Grand Total	79	68	147

Table 53: Breakdown of variable PERFORM with data inserted

The above table gives an overview of the distribution of the respondents into the different PERFORM categories. We see that there are 20 participants for whom we do not have performance data. These will not be included in the analysis that requires the variable PERFORM. Based on this table I constructed a new variable combining performance groups 1 and 2 into a group of low performers and given the value 1, the groups 3 and 4 were combined into a new group 2 and groups 5 and 6 were combined into a new group 3. This variable was called PERFLVL, thus responding to low, mid and high-performing newspapers.

4.4.3 Using factor analysis for the performance variable

As can be seen from the above tables the PERFORM variable does have its limitations. It takes into account circulation, market share and profitability – but it places most weight on the profitability (max 4 points out of 7). Therefore an additional construct was established through factor analysis. The items CIRC 2 (circulation change 1996-2001), MSHARE2 (market share change 1996-2001) and RESAVG (average financial result 1996 and 2001) was established.

The factor analysis showed that the items all loaded on a single factor – named PERFACTO. The loadings are shown in the following table.

Component Matrix[a]

	Component
	1
CIRC2	.844
MSHARE2	.718
RESAVG	.662

Extraction Method: Principal Component Analysis.
a. 1 components extracted.

The results of the factor analysis are shown in the Appendix.

The results of this variable was then calculated and reintroduced into the dataset.

4.5 Hypothesis testing

Going back to the literature and the research problem, I had constructed a number of hypotheses to be tested on this sample. A short summary of these is given here.

Hypotheses	Outline of analysis
H1: Newspapers with a more formal strategic planning system have better performance.	ANOVA analysis of PERFLVL and STRATPER
H2: Newspapers with higher leadership scores on the LPI have better performance.	ANOVA of PERFLVL and LPIscales (LPICHVIS, LPICLMD and LPIENC)
H3: There are no differences in the single or dual management model of newspapers with regard to performance.	ANOVA of PERFLVL and LMOD
H4: There are no differences in leadership practices between Norwegian and Swedish newspapers.	ANOVA-test of LPI-scores and COUNTRY
H5: There are differences in leadership practices between editors and managers due to the differences in nature of the work	Independent T-test of LPI-scores and SECTION
H6: Newspapers with higher scores on the LPI correlate positively with robustness	Correlations between LPI-scales and ROBUST

In order to facilitate reading of the analysis only the highlights of the analyses will be shown in table form here. All details and tables of the tests can be found in the Appendix.

4.5.1 Hypothesis 1: Planning systems and performance

This hypothesis is formulated as follows:

H1: Newspapers with a more formal[6] strategic planning system have better performance.

H1_0: There are no differences in performance in newspapers due to formalisation of strategic planning systems.

H1_1: There are differences in performance in newspapers due to formalisation of strategic planning systems.

The hypothesis was tested by looking at the variables PERFLVL and STRATPER. A confirmatory analysis was done using a correlation study with the variables STRATPER and PERFACTO.

The results are shown in the following tables:

ANOVA

STRATPER

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	67,840	2	33,920	1,990	,141
Within Groups	2113,624	124	17,045		
Total	2181,465	126			

[6] The concept *formal* means having a regular, repetitive and methodical procedure.

Multiple Comparisons

Dependent Variable: STRATPER
LSD

(I) PERFLVL	(J) PERFLVL	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval Lower Bound	Upper Bound
1	2	-,637	,8548	,458	-2,328	1,055
	3	-1,891*	,9555	,050	-3,783	,000
2	1	,637	,8548	,458	-1,055	2,328
	3	-1,255	,9224	,176	-3,081	,571
3	1	1,891*	,9555	,050	,000	3,783
	2	1,255	,9224	,176	-,571	3,081

*. The mean difference is significant at the .05 level.

Table 54: Results for Hypothesis 1 (ANOVA)

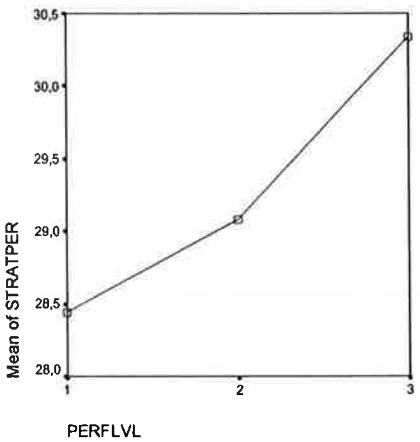


Figure 10: Means plot for STRATPER vs PERFLVL

We see from this table that the H_1 hypothesis is adopted (the null hypothesis rejected) for the differences between the low performers (1) and high performers (3) for the variable STRATPER. This means that there are significant differences between high-performing and low-performing newspapers on planning practices and participation from the employees. The means plot also indicates that the result of strategic perspective (STRATPER) lies along a curve.

An additional confirmatory analysis using the PERFACTO variable and correlation showed that the correlation was significant at the ,05 level.

Correlations

		STRATPER	PERFACTO
STRATPER	Pearson Correlation	1	,224*
	Sig. (2-tailed)	.	,011
	N	127	127
PERFACTO	Pearson Correlation	,224*	1
	Sig. (2-tailed)	,011	.
	N	127	127

*. Correlation is significant at the 0.05 level (2-tailed).

Table 55: Correlation analysis for Hypothesis 1

4.5.2 Hypothesis 1: Analysis

Regardless of the leadership practices per se, the respondents' view of their organization's practices is well in line with the reported performance results. One would expect to find some evidence that newspapers with more formalised and structured planning and change processes do perform better over time. There is evidence in the market of this – in newspapers like Sydsvenska Dagbladet and Dagens Industri in Sweden and VG – Verdens Gang, Dagens Næringsliv, Tønsbergs Blad and Fredriksstad Blad in Norway. These are all newspapers that have had success in their markets in different ways. In order to analyze the outcome of this hypothesis one needs in my opinion to take an integrated view towards leadership and management. It is not difficult to find linkages in the theory and practical examples to support the outcome of this hypothesis (Sterling 2002). One of the elements of the traits approach to leadership is to provide structure (Stogdill 1974), which clearly must be one of the elements here. Without the will to plan forward and prioritizing it – it will never happen. Also the style theories are presented because there will have to be a balance between having people involved in the planning procedures, but also with an eye on the operations in a balanced view (Blake and Mouton 1978; Blake and Mouton 1985; Misumi 1985). There is also strong support for the fact that the ability of the newspaper to adapt to changing circumstances and take advantages of the opportunities that lie ahead is important in this context. One can easily adopt many of the principles elements of the situational and contingency approaches (Peters, Hartke et al. 1985; Fiedler and Garcia 1987; Fiedler 1993) and the elements of the research done by Vroom and Jago (Vroom and Jago 1988). Newspapers that think ahead will by necessity be forced to discuss elements like goal congruence, information to the subordinates and take into consideration the time constraints in change processes. Development of the newspaper as a product and as a brand requires high involvement throughout the organization, often in intense one-to-one or group situations. There will be a balance between the requirements of the organization and the will and drive of the subordinates on all levels. Thus one can conclude that the elements of path-goal theory fits well with the situation described here (Indvik 1986; Mullins 1999; Northouse 2001). One can also imagine that newspapers that have clear in-groups and out-groups like described in the LMX theories (Dansereau, Graen et al. 1975) will not perform on high levels. Looking at the actual low and high performers, we can find newspapers in the low performing group that clearly have coordination problems within their organization. Leaders are social architects of their organizations (Bennis and Nanus 1985) and success in newspapers can sometimes come as a function of "a strong man". This is for instance the case with Dagens Industri in Sweden, where one man at the top has made this newspaper successful through his leadership, but he clearly cannot be doing that all on his own. The similar newspaper in Norway – Dagens Næringsliv – obtained similar success with a dual management structure. Followed by a favourable business environment these newspapers have been able to obtain tremendous success by sticking to a very clear cut strategy. A Norwegian example with a successful dual management would be Tønsbergs Blad. Building on a long tradition of participation and strong direction, TB has been a high performer for many years.

Clearly the successes of the newspaper must also rely heavily on team management (Belbin 1981; LaFasto and Larson 1987) and the right balance between leadership and management (Bennis and Nanus 1985; Kotter 1988; Kotter and Heskett 1992; Kotter 1996). The newspapers that perform better seem to work on a higher level of systematic approaches in their planning and subordinate participation levels. The case of Sydsvenska Dagbladet in Malmö, Sweden, is an example of this.

4.5.3 Hypothesis 2: Leadership scores and performance.

The hypothesis H2 is formulated like this:

H2_0: Higher scores on the leadership scale (LPI) does not lead to better performance.

H2_1: Higher scores on the leadership scale (LPI) leads to better performance.

Setting up the testing as an ANOVA-test we obtained the following results as the summary table shows. The table shows that the null hypothesis is adopted at the ,05 level i.e. that there is no significant difference between the performance of the groups when it comes to scores on the leadership scales. However – from the Multiple Comparisons table column marked “sig” we can see that the null hypothesis will be rejected on the ,07 level for one of the subscales – the variable LPIENC – Encouraging the Heart – the motivational scale in the Leadership Practices Inventory. This leads to the conclusion that there seems to be some evidence that motivation is one of the most important leadership factors looking at the differences in performance. A confirmatory analysis using a grouping of the variable PERFACTO (regrouped into variable PERFAC2 identically with PERFLVL) showed the same result, but this time the significance level was 0,052 for the variable. The table is shown in table 57 below. This result is so close to being significant that it will be regarded as such.

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
LPICHVIS	Between Groups	,588	2	,294	,010	,990
	Within Groups	3712,168	124	29,937		
	Total	3712,756	126			
LPICLMD	Between Groups	2,276	2	1,138	,056	,945
	Within Groups	2512,480	124	20,262		
	Total	2514,756	126			
LPIENC	Between Groups	35,315	2	17,658	1,697	,187
	Within Groups	1290,181	124	10,405		
	Total	1325,496	126			

Multiple Comparisons

LSD

Dependent Variable	(I) PERFLVL	(J) PERFLVL	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval Lower Bound	Upper Bound
LPICHVIS	1	2	,12	1,133	,918	-2,13	2,36
		3	,17	1,266	,894	-2,34	2,67
	2	1	-,12	1,133	,918	-2,36	2,13
		3	,05	1,222	,966	-2,37	2,47
	3	1	-,17	1,266	,894	-2,67	2,34
		2	-,05	1,222	,966	-2,47	2,37
LPICLMD	1	2	-,28	,932	,767	-2,12	1,57
		3	-,01	1,042	,992	-2,07	2,05
	2	1	,28	,932	,767	-1,57	2,12
		3	,27	1,006	,791	-1,72	2,26
	3	1	,01	1,042	,992	-2,05	2,07
		2	-,27	1,006	,791	-2,26	1,72
LPIENC	1	2	-1,22	,668	,070	-2,54	,10
		3	-,83	,747	,269	-2,31	,65
	2	1	1,22	,668	,070	-,10	2,54
		3	,39	,721	,589	-1,04	1,82
	3	1	,83	,747	,269	-,65	2,31
		2	-,39	,721	,589	-1,82	1,04

Table 56: Results for hypothesis 2

Multiple Comparisons

LSD

Dependent Variable	(I) Perfact2	(J) Perfact2	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval Lower Bound	Upper Bound
LPICHVIS	1	2	,02	1,107	,983	-2,17	2,22
		3	1,18	1,340	,379	-1,47	3,84
	2	1	-,02	1,107	,983	-2,22	2,17
		3	1,16	1,461	,429	-1,73	4,05
	3	1	-1,18	1,340	,379	-3,84	1,47
		2	-1,16	1,461	,429	-4,05	1,73
LPICLMD	1	2	,82	,911	,372	-,99	2,62
		3	-,22	1,102	,842	-2,40	1,96
	2	1	-,82	,911	,372	-2,62	,99
		3	-1,04	1,201	,390	-3,41	1,34
	3	1	,22	1,102	,842	-1,96	2,40
		2	1,04	1,201	,390	-1,34	3,41
LPIENC	1	2	-1,29	,654	,052	-2,58	,01
		3	-,43	,791	,586	-2,00	1,13
	2	1	1,29	,654	,052	-,01	2,58
		3	,85	,863	,324	-,85	2,56
	3	1	,43	,791	,586	-1,13	2,00
		2	-,85	,863	,324	-2,56	,85

Table 57: Confirmatory analysis for hypothesis 2

4.5.4 Hypothesis 2: Analysis

The analysis of hypothesis 2 leads us in the direction of motivation, which again will turn us in the direction of several of the theories of management and leadership. When it comes to the elements of LPICHVIS – of challenging the status quo and putting forward a clear mission, and LPICLMD – cooperation and example setting – we do not get any significant results. But on the variable LPIENC – motivation, we do have a significance at the .07 level on this between the low and mid-performing groups (1 and 2), so it is very close to being significant at the standard ,05 level. We would say that this is indicative of a relationship, but it cannot be established firmly. Some of the newspapers in the low-performing group are newspapers with high levels of press subsidies. One cannot exclude the fact that some of these newspapers have motivation problems – keeping up the morale of the staff over years, when you know that a sudden change in government policies can lead to the "sudden death" of the newspaper. When you are a low performer year after year this makes it difficult to work out of a motivational base. One can also imagine that working in some of these newspapers can be difficult when the views on what is the right thing to do differ within the management. On the leadership continuum (Bass 1985) one can think that a newspaper turnaround, as we have seen with some of the newspapers in the higher performing group, has had elements of motivation both on the personal level through the exchanges between leader and follower (Dansereau, Graen et al. 1975) and the motivation that comes from the fact that the newspaper is successful in its transformation, both through the idealized influence, the individual consideration, the intellectual stimulation and the inspirational motivation. It is also important to make a halt and check out how far one has got in the transformation process. – or celebrate the small wins – to put it in popular terms. (Bass 1985; Kouzes and Posner 2002). One should perhaps expect to find significant differences between low and high performing newspapers also on the other LPI-scales. For instance both challenging the status quo and putting forward a vision is seen to be woven together with theories on transformational leadership (Bass and Avolio 1990; Bass and Avolio 1994). The conclusion therefore is that on the whole the self-perception of leadership styles and behaviours as expressed in the LPI-scales are not the only explaining factors of a newspaper with high objective performance, but motivation and appreciation of the employees is the factor in the leadership model that "stands out".

4.5.5 Hypothesis 3: Leadership model and performance

One of the most interesting discussions in the newspaper industry over the last 10 years has been the one on leadership model – single or dual. (Sigfridsson 1993; Wilberg 1993; Melesko 1999). There has been a discussion whether the single management model or the dual management model has been the most effective.

Hypothesis 3 deals with this. The hypothesis is formulated as follows:

H3_0: There are no differences in performance between newspapers with single or dual management model.

H3_1: There are differences in performance between newspapers with single or dual management model.

The hypothesis is tested by comparing the two models in the variable LMOD – single model=1 and dual model=2. There is a third model – the hybrid =3, but this is excluded from the analysis since it only has two respondents[7]. By looking at the variables PERFLVL, RESLVL, RESAVG and PERFACTO we obtain the following results by an independent samples T-test.

[7] There are four respondents that have defined themselves in the hybrid model – but only two of them can be connected to the newspaper results.

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
RESAVG	Between Groups	,014	2	,007	,674	,511
	Within Groups	1,267	124	,010		
	Total	1,280	126			
MSHARE2	Between Groups	,000	2	,000	,632	,533
	Within Groups	,002	124	,000		
	Total	,002	126			
CIRC2	Between Groups	22,650	2	11,325	,186	,831
	Within Groups	7563,328	124	60,995		
	Total	7585,978	126			

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
RESLVL	Equal variances assumed	3,934	,050	-,447	123	,656	-,09	,207	-,501	,317
	Equal variances not assumed			-,425	72,164	,672	-,09	,217	-,526	,341
PERFORM	Equal variances assumed	,905	,343	,240	123	,811	,07	,286	-,497	,634
	Equal variances not assumed			,247	89,031	,806	,07	,278	-,483	,620
PERFLVL	Equal variances assumed	1,598	,209	,572	123	,568	,08	,148	-,208	,377
	Equal variances not assumed			,584	87,134	,561	,08	,145	-,203	,373
PERFACTO	Equal variances assumed	,975	,325	,371	123	,712	,0710012	,19154337	-,308147	,45014956
	Equal variances not assumed			,393	96,658	,695	,0710012	,18056064	-,287378	,42938007

Table 58: Results for hypothesis 3

From the column "Sig (2-tailed)" in column 6 of the table we see that we have no significant differences, meaning that we cannot reject the null hypothesis. There is no evidence that the one model is better than the other – with all our different definitions of objective performance. This falls well in line with the earlier research on this model – where there are examples from time to time that one model is perceived to be better than the other – sometimes in crisis situations and turnarounds. But the overall conclusion is that the leadership practices and person and team factors mean more than the structural model of single or dual model by itself. One of the reasons why there might be discussion on this model is that some newspapers seem to have better internal communications in the single model, which again could lead to improved performance. By looking at this in a separate test with the variable STRCULT dealing with perceptions of a positive internal culture and cross-departmental cooperation, we came up with a significant difference between the leadership models. This is shown by the table below.

Table 59: Leadership models and culture

Independent Samples Test

		t-test for Equality of Means			
		t	df	Sig. (2-tailed)	Mean Difference
STRCULT	Equal variances assumed	2,864	123	,005	,893
	Equal variances not assumed	2,963	90,381	,004	,893

This is supported by the discussions with the focus groups showing that a single person on top of the organization is often perceived as having more of a holistic perspective on the organization. However, events in the industry during 2002 has shown that even for younger leaders filling the single post at the top, the pressures of leadership can be too much. The case of Jens Barland[8] at Stavanger Aftenblad is an example of this. (DagensMedier 2002). Mr Barland's recommendation to the board of directors when leaving his post as Publisher and Editor-in-chief was to return to the dual model. In the spring of 2003 the newspaper formally returned to the dual model by appointing a Managing Director and an Editor-in-Chief.

4.5.6 Hypothesis 3: Analysis.

This hypothesis looks at the much talked about leadership model of newspapers. The single and dual management has been the topic in several studies (Sigfridsson 1993; Wilberg 1993; Melesko 1999) and no one has yet put forward a conclusive answer. The analysis of the variable PERFLVL against the LMOD, where we have excluded the "hybrid model group" because of only 2

[8] A 36 year old journalist who became single manager of one of the largest newspapers in Norway and stayed there only for about 2 years.

respondents, shows that we cannot reject the null hypothesis. What we do find, however, is that there is significance at the .05 level for the variable STRCULT – the variable for cooperation over the internal department borders and perceptions of a positive and cooperative internal culture. In both countries we find significant levels here. One explanation may be that the managers working in a single manager newspaper find this model easier to identify with from the fact that the overview and the signals come from one source. This view is supported by Melesko (1999) in his doctoral dissertation (p.211).

There is some evidence in literature (Demers 1996; Demers 1998) that increased specialisation in newspapers leads to the fact that different groups in the newspapers to a less extent work over the departmental borders. In a single management newspaper the visibility of the top management can lead to the perception that it is easier to work across the boundaries.

But the evidence of the single model being better than the other is by no means clear. Being studied from time to time there is no evidence that the one model is better than the other. (Wilberg 1993). Recent developments go both ways. Stavanger Aftenblad returned to the dual model, while newspapers like Drammens Tidende and Tønsbergs Blad bot went to a single model by appointing their editor also as a managing director. This takes place alongside a shift of power from a decentralized model of independent newspapers within an ownership (in this case Orkla) to a regional and more centralized power structure with group management. You will find strong advocates of both models in the industry.

4.5.7 Hypothesis 4: Differences in leadership practices between Norwegian and Swedish newspapers.

Looking at the Norwegian and Swedish newspaper markets the structures are more or less the same, even if the level of newspaper reading is somewhat lower in Sweden than in Norway (Carlsson and Harrie 2001). The main structures and role of the newspaper in relation to the markets are the same. One would therefore expect to find that there would be only small differences in leadership practices between the two countries.

Hypothesis 4 is formulated as follows:

H4_0: There are no differences in leadership practices between Norwegian and Swedish Newspapers

H4_1: There are differences in leadership practices between Norwegian and Swedish Newspapers.

The hypothesis was tested by means of an independent samples T-test on the variables LPICHVIS, LPICLMD and LPIENC. (N=147)

Group Statistics

	COUNTRY	N	Mean	Std. Deviation	Std. Error Mean
LPICHVIS	Norge	79	43,22	5,685	,640
	Sverige	68	44,50	5,068	,615
LPICLMD	Norge	79	47,28	4,599	,517
	Sverige	68	47,81	4,351	,528
LPIENC	Norge	79	22,18	3,407	,383
	Sverige	68	21,93	2,994	,363

Norge= Norway

Sverige = Sweden

Independent Samples Test

		t-test for Equality of Means			
		t	df	Sig. (2-tailed)	Mean Difference
LPICHVIS	Equal variances assumed	-1,436	145	,153	-1,28
	Equal variances not assumed	-1,448	144,812	,150	-1,28
LPICLMD	Equal variances assumed	-,715	145	,476	-,53
	Equal variances not assumed	-,718	143,684	,474	-,53
LPIENC	Equal variances assumed	,470	145	,639	,25
	Equal variances not assumed	,475	144,932	,636	,25

Table 60: T-test table for hypothesis 4.

There is no evidence that the null hypothesis should be rejected, so we have to draw the conclusion that there are no differences in leadership practices between Norwegian and Swedish newspapers. From the table we can see that the variable LPICHVIS is the variable being closest to a level of statistical significance with a result at the 0,15 level – indicating that this leadership behaviour is different between the two countries. This might have something to do with traditions within the countries on how to make and do business. In Sweden there is more of a business orientation throughout the organization than in Norway. Evidence of this can be found in expressions like "doing business" "att göra affärer". You hear that more often in Sweden than in Norway. A Google search on the words "affärer" and the word "forretninger" gave 80000 hits on the first and 47700 hits on the second – so there is something in the use of the word. And the LPCHVIS variable is about questioning the status quo and enlist the business in a common vision for the future. But the statistical evidence for differences in leadership practices is not present.

4.5.8 Hypothesis 4: Analysis.

The hypothesis is testing the LPI-scales to see if there are differences in the perception of leadership behaviours in Norway and Sweden. We tested the scales LPICHVIS, LPICLMD and LPIENC in an independent sample T-test, and we could conclude that there are no significant differences between Norwegian and Swedish newspaper managers when it comes to leadership behaviours on an aggregated scale. Although there are differences between the countries, the Scandinavian countries (including Denmark) are normally treated as a whole in international studies, because of the proximities both in geography, history and language. (Hofstede 1992; Brown 1995). From a researcher's point of view it is interesting to see if there are any questions in the questionnaire that can inspire us into the explanations of differences between the countries. The leadership behaviours that do get significant differences at the 0,05 level are: Description of futures (LPI07) where the Swedes score higher than the Norwegians. The same goes for LPI10 – showing the subordinates that one relies on their abilities and LPI21 – experimenting with new working methods. Without any further support than observations over more than 10 years from the researcher, one can draw the conclusion that the more developed and mature Swedish business climate shows itself in these observations. The Swedes have a more externally oriented and developed business culture than the Norwegians, simply because their traditions of business are different. But the evidence on different leadership practices overall is not present.

4.5.9 Hypothesis 5: Differences in leadership practices between editors and managers due to the inherent differences in their work.

One of the eternal debates of the newspaper industry is the debate over leadership practices between editors and business managers. One notion is that editors with no formal training in leadership are not suited to run a group of journalists with high ego's. Others say that the difference in leadership practices between editors and managers is one of the sources of conflict that can lead to lower performance in newspapers. Others again hold that only journalists can lead journalists. Looking at one aspect of this is the subject of hypothesis 5: Do the editorial people and the managerial people perceive their leadership tasks as different? Can this be attributed to the tasks that are built into their jobs and responsibilities?

Hypothesis 5 is looking into this and is formulated like this:

H5_0: There are no differences in leadership practices between editors and managers due to the differences of the nature of work.

H5_1: There are differences in leadership practices between editors and managers due to the differences of the nature of work.

The hypothesis is tested by employing the LPI variables (LPICHVIS, LPICLMD and LPIENC) and testing these against the two categories of managers with the variable SECTION – those working solely editorial (=1) and those working in administrative capacities (=2).

Here we see the data description for the sample (N=98). The rest of the sample of N= 147 is working in combined capacities or roles.

Group Statistics

	SECTION	N	Mean	Std. Deviation	Std. Error Mean
LPICHVIS	1	31	44,61	5,875	1,055
	2	67	43,10	5,269	,644
LPICLMD	1	31	47,45	4,508	,810
	2	67	47,16	4,611	,563
LPIENC	1	31	22,48	2,850	,512
	2	67	21,63	3,626	,443

Table 61: Data description for LPI scores for editors and managers

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
LPICHVIS	Equal variances assumed	,418	,519	1,271	96	,207	1,51	1,187	-,848	3,865
	Equal variances not assumed			1,220	53,141	,228	1,51	1,236	-,970	3,987
LPICLMD	Equal variances assumed	,261	,610	,289	96	,773	,29	,995	-1,687	2,262
	Equal variances not assumed			,291	59,712	,772	,29	,986	-1,686	2,261
LPIENC	Equal variances assumed	1,534	,219	1,160	96	,249	,86	,739	-,610	2,324
	Equal variances not assumed			1,266	73,109	,210	,86	,677	-,492	2,206

Table 62: Results for hypothesis 5

From looking at the variables we can see that there are no significant differences between editors and managers when it comes to leadership practices. Neither change practices nor motivation show significant differences. We cannot reject the null hypothesis.

4.5.10 Hypothesis 5: Analysis.

Over the years I have heard expressions of editors saying about their department that it is “controlled chaos” or “kindergarten for adults”. Not taking this too seriously, I have formulated one of the hypotheses to test if there are differences in leadership practices that can be attributed to the line of work. If one should generalize the line of work one could say that an editor will be in the mental span of thinking about the future of the newspapers at the same time as he or she might be called upon to make a decision of detail, taken in split seconds, that might even have severe consequences for the newspaper (Bradlee 2001). A manager is by nature working in a situation of a longer term view – like campaigns, organizational development, investment strategies and so on. We see in the hypothesis testing that there we cannot reject the null hypothesis. i.e. that there are no differences between managers and editors due to the line of work. However, when we look at the three types of classification, we can see that those who are working in a mixed environment, i.e. both having editorial and managerial responsibilities (without necessarily being single leaders), we find that there is almost significance at the .05 level between those with a mixed responsibility and those that are managers.

Multiple Comparisons

LSD

Dependent Variable	(I) SECTION	(J) SECTION	Mean Difference (I-J)	Std. Error	Sig.	90% Confidence Interval Lower Bound	Upper Bound
LPICHVIS	Editor	Manager	1,51	1,179	,203	-,44	3,46
		Mixed	-,09	1,298	,947	-2,24	2,06
	Manager	Editor	-1,51	1,179	,203	-3,46	,44
		Mixed	-1,60	1,084	,143	-3,39	,20
	Mixed	Editor	,09	1,298	,947	-2,06	2,24
		Manager	1,60	1,084	,143	-,20	3,39
LPICLMD	Editor	Manager	,29	,949	,763	-1,29	1,86
		Mixed	-1,42	1,046	,176	-3,16	,31
	Manager	Editor	-,29	,949	,763	-1,86	1,29
		Mixed	-1,71*	,873	,052	-3,16	-,26
	Mixed	Editor	1,42	1,046	,176	-,31	3,16
		Manager	1,71*	,873	,052	,26	3,16
LPIENC	Editor	Manager	,86	,709	,229	-,32	2,03
		Mixed	-,22	,781	,782	-1,51	1,08
	Manager	Editor	-,86	,709	,229	-2,03	,32
		Mixed	-1,07	,652	,102	-2,15	,01
	Mixed	Editor	,22	,781	,782	-1,08	1,51
		Manager	1,07	,652	,102	-,01	2,15

*. The mean difference is significant at the .1 level.

Table 63: Editors, managers and mixed responsibilities. Leadership differences

This supports the theory that managers with mixed responsibilities have additional leadership tasks – and are perhaps seeing more clearly the need for an integrated approach of leadership. You do find this expressed in the LPICLMD-variable, meaning that collaboration over internal borders, listening to opposite views and carefully planning of changes are the most prevalent leadership behaviours. Let us call this a greater cross-functional understanding. To some extent this supports the extended analysis of Hypothesis 3 – where the variable STRCULT showed a significant difference between the leadership models, single and dual.

4.5.11 Hypothesis 6: Leadership and subjective organisational performance (robustness)

The sixth and final hypothesis is about the correlations between leadership as expressed by the LPI and the perceived competitiveness of the newspaper – expressed as robustness. The measurements of robustness are done after careful analysis of the main parameters of newspaper competitiveness. The items of the robustness scale are the long term goals and strategies, changes in business cycle, organizational structure, financial platform (solidity), the newspaper as a product for readers and advertisers and its competences and knowledge base. These are all items that emerge as important from discussions with editors and managers in focus and reference groups.

The hypothesis is formulated as follows:

H6_0: There is no positive correlation between the leadership variables (the LPI) and the newspapers robustness.

H6_1: There is a positive correlation between the leadership variables (the LPI) and the newspapers robustness.

The test is performed as a correlation test between the variables LPICHVIS, LPICLMD, LPIENC and ROBUST.

The results are shown in the following table:

Correlations

		LPICHVIS	LPICLMD	LPIENC	ROBUST
LPICHVIS	Pearson Correlation	1	,485**	,471**	,180*
	Sig. (2-tailed)	,	,000	,000	,029
	N	147	147	147	147
LPICLMD	Pearson Correlation	,485**	1	,580**	,304**
	Sig. (2-tailed)	,000	,	,000	,000
	N	147	147	147	147
LPIENC	Pearson Correlation	,471**	,580**	1	,206*
	Sig. (2-tailed)	,000	,000	,	,012
	N	147	147	147	147
ROBUST	Pearson Correlation	,180*	,304**	,206*	1
	Sig. (2-tailed)	,029	,000	,012	,
	N	147	147	147	147

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Table 64: Correlations for Leadership Practices and Robustness

We see from this table that there is a statistically significant correlation (at the 0,05 level) between the variables of the LPI and the Robustness. Although the correlation coefficients are quite small, there is nevertheless a positive correlation. According to (de Vaus 2002) p.272, these correlations can be classified as low-to-moderate on LPICHVIS and LPIENC, and moderate-to-substantial on LPICLMD.

Our conclusion therefore is that the null hypothesis is rejected. There is a link between leadership and robustness. However, this result will have to be interpreted with caution. Further breakdown of the results show higher correlation factors in the Norwegian subsample, and lower correlations, that are not flagged as significant, in the Swedish subsample.

If we extend this analysis also to comprise the two other elements of the research model, namely the environmental scanning and the strategic perspective, we can extend the analysis a little further. The results from this extended analysis are shown in the table below:

Correlations

		ROBUST	OMGFORM	STRATPER	STRCULT
ROBUST	Pearson Correlation	1	,312**	,426**	,257**
	Sig. (2-tailed)	,	,000	,000	,002
	N	147	147	147	147
OMGFORM	Pearson Correlation	,312**	1	,356**	-,118
	Sig. (2-tailed)	,000	,	,000	,156
	N	147	147	147	147
STRATPER	Pearson Correlation	,426**	,356**	1	,459**
	Sig. (2-tailed)	,000	,000	,	,000
	N	147	147	147	147
STRCULT	Pearson Correlation	,257**	-,118	,459**	1
	Sig. (2-tailed)	,002	,156	,000	,
	N	147	147	147	147

**. Correlation is significant at the 0.01 level (2-tailed).

Table 65: Correlations for OMGFORM, STRATPER and STRCULT and Robustness

As could have been expected there are strong positive correlations between the environmental scanning, the strategic perspective and the internal culture and the perceived robustness of the newspaper. We see the strongest relationship between the strategic perspective variable and the robustness. This is quite natural as important elements of the robustness come out of a strategic perspective. With a correlation of ,426 on can say that 18% of the variation is explained by this relationship, and according to literature (de Vaus 2002) it can be classified as moderate-to-substantial.

4.6 Hypothesis 6 – Analysis

When we look at the analysis of the objective performance data – we do not get significant results when trying to explain the leadership practices of the LPI against the performance variables of circulation, market share and economic performance. Obviously there are more contingency variables playing a role in this than can be explained by a measurement on a questionnaire. However, when we look at the leadership practices and variables against the subjective performance variables, as expressed on the robustness scale, we find that the leaders attribute the performance of the newspapers to the leadership and planning practices. Looking at tables 61 and 62, we find significant correlations on all the planning and leadership practices against the robustness variable. Looking at the correlations between the objective and subjective performance criteria we find a high and significant correlation between the ROBUST variable and the PERFORM and PERFACTO variables, as shown in the following table:

Correlations

		ROBUST	PERFORM	PERFACTO
ROBUST	Pearson Correlation	1	,269**	,436**
	Sig. (2-tailed)	,	,002	,000
	N	127	127	127
PERFORM	Pearson Correlation	,269**	1	,669**
	Sig. (2-tailed)	,002	,	,000
	N	127	127	127
PERFACTO	Pearson Correlation	,436**	,669**	1
	Sig. (2-tailed)	,000	,000	,
	N	127	127	127

**. Correlation is significant at the 0.01 level (2-tailed).

Table 66: Correlations between objective and subjective performance criteria

This observation is supported in literature (Dess and Robinson 1984; Venkatraman and Ramanujan 1986; Hart and Banbury 1994; Lindgren 2000) that sometimes the pure financial assessments might not provide the correct picture of a business' performance, since for instance large investments or growth might temporarily reduce the financial performance of a business. Self reported performance, like robustness, could also be considered as a good measure of financial performance.

4.7 *Some explorative observations*

In addition to the above research hypotheses, the analysis of the data gave many new ideas for searching after interesting combinations and explanations. Some of these will be highlighted here, since they have an obvious interest for the newspaper business and also can serve as a basis for suggestions on future research.

One test that was performed was with PERFLVL as the independent variable and OMGFORM measuring the perceptions of the external orientation through more formal procedures regarding external orientation towards readers, advertisers, competition and technology as well as external benchmarking.

Multiple Comparisons

Dependent Variable: OMGFORM
LSD

(I) PERFLVL	(J) PERFLVL	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1	2	-,93	,778	,236	-2,47	,61
	3	-1,10	,869	,209	-2,82	,62
2	1	,93	,778	,236	-,61	2,47
	3	-,17	,839	,839	-1,83	1,49
3	1	1,10	,869	,209	-,62	2,82
	2	,17	,839	,839	-1,49	1,83

Table 67: Results for PERFLVL and OMGFORM

From the above table we cannot observe any statistical significance. There are no differences in performance between the newspapers with regard to external orientation. However we can see from the table that the differences between the high performers (=3) and the low performers (=1) is closest to being significant but not at standard levels of .05 . To illustrate a positive correlation between performance and external orientation I decided to supplement this analysis by employing a correlation study between the OMGFORM variable and the RESAVG variable, the latter being the average economic result for the years 1996 and 2001.

Descriptive Statistics

	Mean	Std. Deviation	N
OMGFORM	16,38	3,756	127
RESAVG	,06	,101	127

Correlations

		OMGFORM	RESAVG
OMGFORM	Pearson Correlation	1	,179*
	Sig. (2-tailed)	.	,044
	N	127	127
RESAVG	Pearson Correlation	,179*	1
	Sig. (2-tailed)	,044	.
	N	127	127

*. Correlation is significant at the 0.05 level (2-tailed).

Table 68: Correlations between external orientation and economic result

From this we can see that there is a significant positive relationship between the average objective economic performance (RESAVG) and the variable for external orientation (OMGFORM). But the statistic shows that the relation – although significant, is quite weak (it explains only 3%).

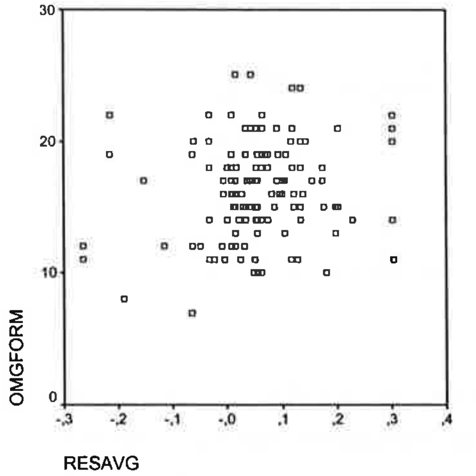


Figure 11: Scatterplot of RESAVG against OMGFORM

I would therefore be careful in interpreting the results of this test too far. Although there is a positive relationship between external orientation and performance, we can see this as one of the components of leadership, but not the only. To further the discussion on external orientation versus performance one can also evaluate the contribution of the ownership influence on the performance. The external orientation of a newspaper can also come to the newspaper through influence from the owners. If we test the variable OMGOWN against the PERFLVL we do get a significant result at a ,12 level, as shown in the following table.

Multiple Comparisons

Dependent Variable: OMGOWN
LSD

(I) PERFLVL	(J) PERFLVL	Mean Difference (I-J)	Std. Error	Sig.	88% Confidence Interval	
					Lower Bound	Upper Bound
1	2	-,34*	,207	,104	-,66	-,01
	3	-,27	,231	,244	-,63	,09
2	1	,34*	,207	,104	,01	,66
	3	,07	,223	,762	-,28	,42
3	1	,27	,231	,244	-,09	,63
	2	-,07	,223	,762	-,42	,28

*. The mean difference is significant at the .12 level.

Table 69: Owner influence on results

This seems to indicate at least between the low and middle performing newspapers that the demands put forward by the owners do have some influence. The changes of ownership from a privately owned company to corporate ownership has for many newspapers led to dramatic changes. Therefore the external orientation of the newspaper is often signalled through the influence of the owners – at board levels. We can illustrate this by discussing it in context of performance and ownership.

Group Statistics

	OWNER	N	Mean	Std. Deviation	Std. Error Mean
RESAVG	1	22	,02	,096	,020
	2	82	,07	,111	,012
OMGFORM	1	22	15,32	4,379	,934
	2	82	16,90	3,684	,407
OMGOWN	1	22	3,82	1,181	,252
	2	82	4,48	,878	,097

Table 70: Private and concern owned newspapers - descriptive statistics

N=104 (Owner group 1 = Privately owned newspapers, 2 = newspapers owned by corporations).

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									90% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
RESAVG	Equal variances assumed	1,505	,223	-1,747	102	,084	-,05	,026	-,089	-,002
	Equal variances not assumed			-1,906	37,699	,064	-,05	,024	-,086	-,005
OMGFORM	Equal variances assumed	2,071	,153	-1,719	102	,089	-1,58	,921	-3,114	-,055
	Equal variances not assumed			-1,556	29,454	,131	-1,58	1,018	-3,314	,145
OMGOWN	Equal variances assumed	3,924	,050	-2,887	102	,005	-,66	,228	-1,035	-,279
	Equal variances not assumed			-2,437	27,538	,022	-,66	,270	-1,117	-,198

Table 71: Privately and concern owned newspapers

As elements in a further discussion we can see from the above table that there is a statistically significant (0,10 level) difference between the average profits (RESAVG) in privately and concern owned newspapers. This can further be illustrated by the fact that there is a significant difference in perception within the different owner groups of the demands of the owners on getting results. This comes as no surprise to an insider of the industry and serves as examples of what is also described in literature. (Hart and Banbury 1994; Oswald, Mossholder et al. 1994; Grant 2002), because the owners demand a higher level of participation and involvement in the planning process. We can also see that there is a significant difference in the score of OMGFORM (at the 0,084 level) leading to the conclusion that non-private newspapers do have more formal procedures for external orientation. This can also serve as an additional discussion to hypothesis 1, where external orientation and formal planning play a role for the long-term success of the newspaper.

Building further on the results we can now discuss some elements of the hypotheses more in context. The following table is showing the correlations between the different environmental and performance variables.

Correlations

		OMGFORM	OMGOWN	STRATPER	STRCULT	ROBUST	PERFORM	RESAVG
OMGFORM	Pearson Correlation	1	,176*	,350**	-,106	,221*	,091	,179*
	Sig. (2-tailed)	.	,047	,000	,236	,012	,310	,044
	N	127	127	127	127	127	127	127
OMGOWN	Pearson Correlation	,176*	1	,156	,070	,109	,121	,180*
	Sig. (2-tailed)	,047	.	,081	,434	,224	,175	,043
	N	127	127	127	127	127	127	127
STRATPER	Pearson Correlation	,350**	,156	1	,444**	,446**	,189*	,115
	Sig. (2-tailed)	,000	,081	.	,000	,000	,034	,199
	N	127	127	127	127	127	127	127
STRCULT	Pearson Correlation	-,106	,070	,444**	1	,295**	-,005	-,091
	Sig. (2-tailed)	,236	,434	,000	.	,001	,952	,308
	N	127	127	127	127	127	127	127
ROBUST	Pearson Correlation	,221*	,109	,446**	,295**	1	,269**	,389**
	Sig. (2-tailed)	,012	,224	,000	,001	.	,002	,000
	N	127	127	127	127	127	127	127
PERFORM	Pearson Correlation	,091	,121	,189*	-,005	,269**	1	,671**
	Sig. (2-tailed)	,310	,175	,034	,952	,002	.	,000
	N	127	127	127	127	127	127	127
RESAVG	Pearson Correlation	,179*	,180*	,115	-,091	,389**	,671**	1
	Sig. (2-tailed)	,044	,043	,199	,308	,000	,000	.
	N	127	127	127	127	127	127	127

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Table 72: Correlations of environmental factors and results

We can look at the correlations between the environmental variables (OMGFORM) and the strategic perspective and change variables (STRATPER). I have also included variables for the different success criteria – expressed through average economic result (RESAVG) and perceived robustness (ROBUST) . We can see a number of interesting significant relationships here as shown in the following summary table:

Variable	Robustness (ROBUST)	Average financial results (RESAVG)
OMGFORM	Corr: ,221 Sig: ,012	Corr: ,179 Sig: ,044
OMGOWN	*None*	Corr: ,18 Sig: ,043
STRATPER	Corr: ,446 Sig: ,000	*None*
STRCULT	Corr: ,295 Sig: ,001	*None*

Table 73: Relationships between environmental and strategic perspective variables and financial results

What we have found is the relationships between the OMGFORM variable and RESAVG at the .05 level. At the same level we also have the correlation with the OMGOWN (ownership influence) variable. The variable for robustness (ROBUST), which also includes the perceived quality of the planning, and the newspaper as a product for its readers and advertisers has a strong correlation with the strategic processes – both the environmental scanning and the strategic process as such. The relations to theory can be found with (Mintzberg and Quinn 1991; Hart and Banbury 1994; Dean and Sharfman 1996). The strategic process in a combination of activities, flexibility and change is important, and the process in itself matters. We do not, however, find any significant correlation between the environmental and strategic variables and the performance variable defined purely by average financial result (return-on-sales), showing that this term is too narrow as a concept of objective performance. We can therefore conclude with reasonable safety that the environmental and strategic perspectives of the newspapers do have implications for the success of the newspapers measured by subjective performance criteria, but it is not sufficient as an explanation in purely economic terms.

4.8 Additional analyses – regression models and Structural Equation Modelling

4.8.1 Introduction and initial model

Inspired by the possibilities of more advanced analysis techniques to explain the research model, this researcher also developed some structural equation models using the software package AMOS (Arbuckle and Wothke 1999) as part of this research project. By using the graphics interface of this model I have tried to build the model as close to the research model as possible,combining the analysis into one model with all the variables in place. This is more of an exploratory exercise and experiment to see if this type of model can be used to underpin or explain further some of the findings in this research project. I have tried to keep this explanation as simple and short as possible, as this is not the main tool of analysis of this thesis, but an extension to explain the relationships of the model further, and an attempt to point towards possible future research projects. Tables of the parameters of the different models are included in Appendix G.

The first model – Model 1 – is a multiple regression model.

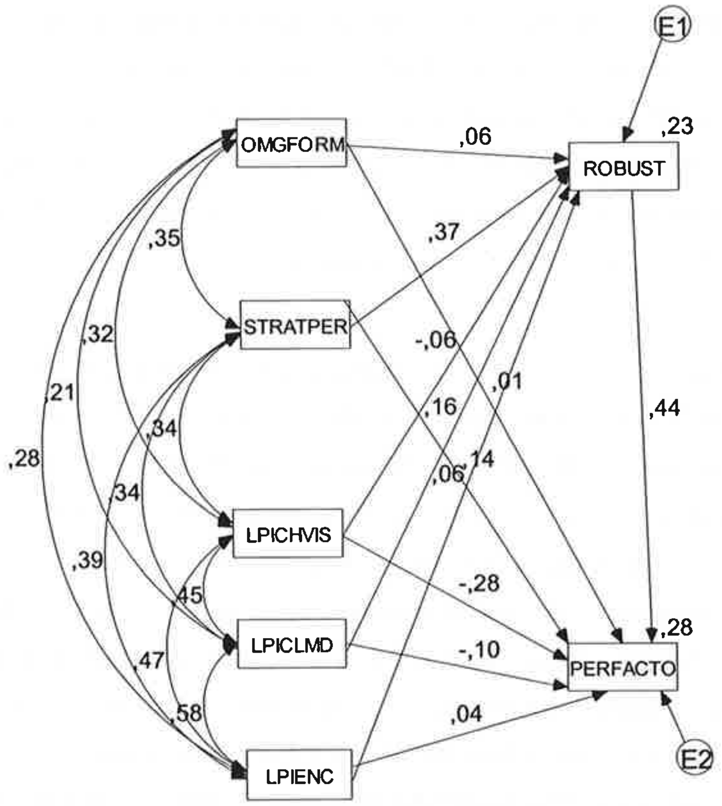


Figure 12: Multiple Regression Model – Model 1

The above model shows the model with all its links. Looking at the boxes first I have set up the variables for environmental scanning (OMGFORM), strategic planning process (STRATPER) and leadership (the three LPI-boxes), pointing at the subjective performance box (ROBUST). The ROBUST box then points towards PERFACTO (the factor analysis variables for objective performance –based on a summated scale). I have also let the boxes point towards the PERFACTO box directly to see if there are any direct links between the variables and the objective performance as outlined in the hypotheses earlier. Looking at the model we can see that the correlation of the variables expressed as a figure in midpoint between the double headed arrows. For instance the correlation between OMGFORM and LPIENC is ,28. On the single head arrows we can see the *standardized regression weights*. For instance the standardized regression weights between the LPI variables and the ROBUST variable are -0,06; 0,16 and 0,06 respectively. Above the upper right corner of the ROBUST and PERFACTO boxes we find the *squared multiple correlations* of the model. These are ,23 for the ROBUST variable and ,28 for the PERFACTO variable. The analysis of the model shows the following:

The predictors in the model (the observed variables at the left of the model) explains 23% of the variance of the variable ROBUST. Likewise the model with ROBUST included explains ,28 or 28% of the variance of PERFACTO. What we see here is that there are some explanations of the model present, but that there are still other conditions that also have a major influence on the leadership and performance of newspapers – just as we have explained earlier in the analysis of the hypotheses. What this analysis also shows is that much of this area, when we model it in this way, is open to contingencies. The model shows the strongest regression weights for robustness from STRATPER (,37). This is also true for PERFACTO (,44). Looking at the leadership variables (LPIxxx) we see that they have weights that are negatively correlated with objective performance. The way that the objective variable (PERFACTO) is constructed we cannot observe the direct links between LPIscores and performance, but we can see the influence indirectly through the subjective performance (ROBUST). The regression analysis shows that there are many contingencies in the model, and that trying to include them all in the model probably can result that one variable eliminates another.

4.8.2 Model 2

The second model is an explorative and experimental model, where the underlying assumptions have been changed. This model is constructed with indirect observable variables rather than direct observable variables. Thus the model can serve as a further explanation to the above presented model. Measurement error in dependent variables deflates the squared multiple correlation and increase the standard error of the estimated regression weights. (Arbuckle and Wothke 1999) p.123.

The model is depicted in the following figure:

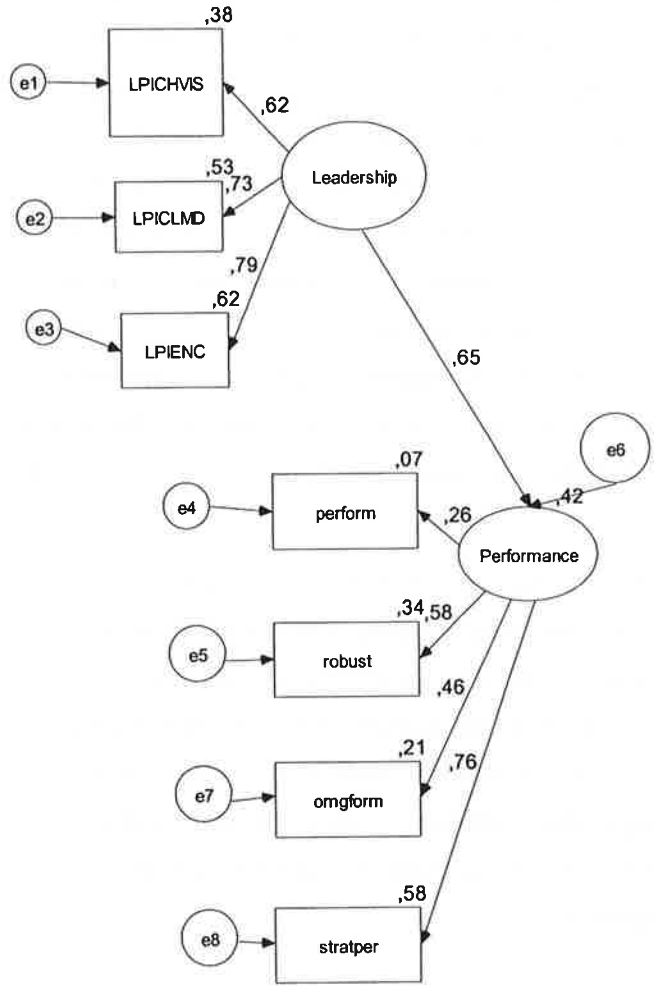


Figure 13: AMOS model 2 - an experimental structural equation model

Leadership as an unobserved variable (the oval marked Leadership) is constructed from the three observed variables for leadership according to the LPI. Then the experiment is done with the unobserved variable for performance (called Performance) is constructed from the objective and observed variable (PERFORM), and three variables for subjective performance. In this model we have used PERFORM as a variable for objective rather than PERFACTO (the variable generated through factor analysis) because it weights the economic performance of the newspapers higher than the PERFACTO variable. One of these – ROBUST – is the main variable for subjective performance, but in this model we have also regarded the variables (OMGFORM) for environmental scanning, and (STRATPER) strategic perspective as parts of the performance variables – assuming that strategy and environmental scanning procedures are output rather than input in the research model. The logic of this also comes from the assumption that the items included in the robustness variable (subjective performance) had low alpha values, and therefore by including items from the strategic perspective – regarded as an end result of leadership activities, rather than a starting point. Figure 9 earlier in this chapter indicates this in the revised research model. This is a radical change from the original outline of independent and dependent variables, and it leads into a discussion of leadership in a sort of "chicken-and-egg"-situation.

This leads to the formulation of a new model where the 42% of the Performance variable can be explained by the Leadership variable. The values above the observed variables are the reliability estimates for the constructs. We can see from this model that LPIENC has the highest number (,79) pointing to the fact discovered earlier that motivation is the most important sub-variable in leadership, according to this model. Going to the Performance, we see that the highest reliability factor comes from STRATPER and ROBUST, and the variable PERFORM has much less influence.

4.8.3 Conclusion for structural modelling

The conclusion of these models set off some interesting new ideas and thoughts.

First, these models have an apparent additional pedagogical value to ordinary tables of significance. What they lose initially in detail they balance by the appealing layout. The graphical interface gives a view of the relationships and relative strengths of each variable or component in the model.

The interesting and inspiring conclusions come from the fact that these comprehensive models can be used to test relationship in context, and not only through classic statistical tests like t-test and ANOVA.

Second, the above models show that the influence from leadership on the performance has a greater explanation on the subjective criteria, than the objective criteria. This is logical from the view that the net results of sales and/or circulation are not only driven by management and leadership decision making, but that many of the parts of newspaper management are open to contingencies. As an open-minded researcher these results are an inspiration for further model development.

4.9 Conclusion

Chapter 4 took us through the analysis of the research data. First the procedures for the purification of the data and the linking of the personal data with the organisational data were outlined. Then the data was tested for reliability and the necessary adjustments were made to the research model. The variables were grouped according to industry standards and concepts developed in the collaboration between the researcher and the reference and focus groups. The variables for the research model were defined in statistical terms. Then the six hypotheses were tested one by one and interpreted and explained. The results were shown in SPSS-output format. After the analysis of the six hypotheses I made some additional exploratory tests to find other relationships in the data material not formulated in the original six hypotheses. I made these additional tests to give some further support to the theoretical concepts of planning as a leadership activity and to look into areas of possible future research.

Finally, the analysis was brought one step further by working with regression analysis and Structural Equation Modelling based on the software package called AMOS. This analysis partly contradicted some of the findings from earlier analyses, and partly and brought the analyses into a new perspective.

5 Discussion and contributions

This final chapter gives a summary of the research findings and perspectives of significance of the research and suggestions for further research. First, the results of the hypothesis testing are summarized in table form. Second, building on the analysis from chapter 4, the possible contribution to knowledge and limitations are outlined and discussed in a theoretical framework. Third, the managerial implications for the newspaper industry is discussed and presented. Fourth, some suggestions for further research into the subject are suggested – and finally there are some comments on my own learning experiences throughout this research project. From time to time in this presentation there will be references to specific newspapers or situations. These newspapers are not necessarily among the participating newspapers, but are selected on the basis of inside knowledge of the industry and will serve as a practical example of the theoretical concepts that I have been working with. This explanation will perhaps have some limited value from an academic viewpoint, but for people familiar with the newspapers situation in Norway and Sweden it will be well known and useful to put the theories into perspective.

5.1 Discussion of results

In the introductory chapter the reasons why it is interesting to study newspapers was outlined. I pointed towards the great changes that are taking place in the industry and that reveal new challenges, opportunities and alliances almost every day. In a marketing context one could place the traditional newspaper in a maturity/decline stage in a product life cycle analysis (Kotler 2000), as has also been observed in some markets, like the evening paper market in Sweden, and the large-city morning paper market in both countries. Being in an industry that is driven by the ability to present news, views, ideas and entertainment in an attractive package, it is evident that the leadership of the newspaper and its ability to adapt to new situations is crucial.

Therefore I formulated a number of hypothesis (H1 – H6) to highlight the challenges of the industry attempting to give a contribution to what factors that might have an influence on the development of the newspaper and its results over time. I have been looking at the leadership and performance of newspapers from different angles, leadership behaviour, structural model, professional base, country, strategic perspective, environmental perspective and robustness.

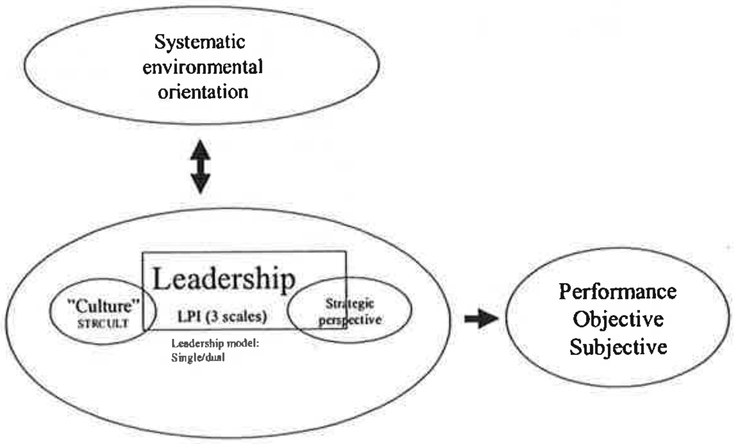
The analysis and synthesis of the research in this chapter seeks to highlight the research findings in relation to well-known and established management and leadership theories.

The following table summarizes the findings of the hypotheses testing and serve as an input to the discussion. On the next pages there will be a documentation of the hypotheses and the theoretical linkages.

Hypotheses	Type of statisticial analysis	Results
H1: Newspapers with a more formal strategic planning system have better performance.	ANOVA analysis of PERFLVL , STRATPER	Significant <,05 on level 2 and 3 over level 1
H2: Newspapers with higher leadership scores on the LPI have better performance.	ANOVA of PERFLVL and LPIscales (LPICHVIS, LPICLMD and LPIENC)	Rejected for all except LPIENC on level 1 and 2
H3: There are no differences in the single or dual management model of newspapers with regard to performance.	T-test PERFLVL and LMOD	Null hypothesis (no differences) adopted. Supplementary analysis with STRCULT shows significant results between the models i.e. a more holistic view.
H4: There are no differences in leadership practices between Norwegian and Swedish newspapers.	T-test test of LPI-scores and COUNTRY	Null hypothesis adopted. No differences observed. Variable for change and vision being closest to significance.
H5: There are differences in leadership practices between editors and managers due to the differences in nature of the work	Independent T-test of LPI-scores and SECTION	Null hypothesis (no differences) is adopted.
H6: Leaders with higher scores on the LPI correlate positively with the newspapers with higher levels of robustness (competitiveness)	Correlation of LPI variables (ROBUST)	Significant correlation at the .01 level for LPICLMD and LPIENC and at the .05 level for LPICHVIS

The research model was outlined in the following figure:

Figure 14: Research model



This model depicts the relations between the environmental orientations, the interpretation of the external forces surrounding the newspaper – leading to an understanding of the concepts through the strategic perspective. Coupled with the elements of culture and structure this is a model that can be used to explain performance – subjectively and objectively in newspapers.

Based on this model the following table shows the hypotheses that were developed, the highlights of the results and some of the key theoretical linkages that underpin the findings.

Hypotheses	Results	Key theoretical linkages
H1: Newspapers with a more formal strategic planning system have better performance.	Significant <,05 on level 2 and 3 over level 1	Trait and style (Stogdill 1974; Bennis and Nanus 1985; Kotter 1988; Bass 1990; Bryman 1992; Kouzes and Posner 2002; Luthans and Avolio 2003) Transformation theory Path-goal theory Contingency theory Team management Strategy
H2: Newspapers with higher leadership scores on the LPI have better performance.	Rejected for all except LPIENC on level 1 and 2	Leadership – trait (Bennis and Nanus 1985; Kotter 1988; Bass 1990; Bryman 1992; Kouzes and Posner 2002; Luthans and Avolio 2003) Motivation
H3: There are no differences in the single or dual management model of newspapers with regard to performance.	Null hypothesis (no differences) adopted. Supplementary analysis with STRCULT show significant results between the models i.e. a more holistic view.	Structure (Butler 1991; Sigfridsson 1993; Melesko 1999) Culture (Drennan 1992) Contingency theory (Vroom and Yetton 1973; Vroom and Jago 1988) Differentiation and integration (Lawrence and Lorsch 1986)
H4: There are no differences in leadership practices between Norwegian and Swedish newspapers.	Null hypothesis adopted. No differences observed. Variable for change and vision being closest to significance.	Within the same cultural context there are no great differences in perceptions. Organizational culture. (Drennan 1992; Schein 1992; Brown 1995)
H5: There are differences in leadership practices between editors and managers due to the differences in nature of the work	Null hypothesis (no differences) is adopted.	Situational (Blake and Mouton 1985; Lawrence and Lorsch 1986; Vecchio 1987) Path goal (House 1996) Transformational (Bass 1985; Avolio and Gibbons 1988; Bass 1990; Bass and Avolio 1994) Team
H6: Leaders with higher scores on the LPI correlate positively with the newspapers with higher levels of robustness (competitiveness)	Correlation of LPI variables (ROBUST)	Leadership (Kouzes and Posner 2002) Differentiation and integration. (Lawrence and Lorsch 1986) Contingency theory (Vroom and Jago 1988) Strategic posture and robustness (Bettis and Hitt 1995)

Table 74: Hypothesis overview and theoretical linkages

As outlined both in the chapter on theory and in the methodology chapter the main theoretical linkages had to be established between the research into the field of leadership and the base for the Leadership Practices Inventory – that was used as the main leadership research instrument in the thesis. The coupling of the LPI-constructs and the main theories on leadership can be found in the following table

Construct **X= major theoretical linkages in literature search**					
Constructs used in the thesis	LPICHVIS		LPICLMD		LPIENC
Variable code (Kouzes and Posner 2002)	CTP	VIS	EOA	MTW	ETH
Trait approach: Charismatic leadership (Stogdill 1974; Zalesnik 1977; Jago 1982; Bennis and Nanus 1985; Lord 1986; Kotter 1988; Nadler and Tushman 1989; Bass 1990; Kotter 1990; Kirkpatrick and Locke 1991; Bryman 1992; Kotter 1996; Luthans and Avolio 2003)		X			X
Style approach: Ohio and Michigan studies (Katz D 1951; Cartwright and Zander 1960; Likert 1961; Bowers and Seashore 1966; Likert 1967; Stogdill 1974; Bass 1990; Fleishman 1991; Yukl 1994; Yukl 2002)			X		
Style approach: Leadership Grid (Blake and Mouton 1964; Blake and Mouton 1978; Blake and Mouton 1985)	X	X	X	X	X
Situational approach: (Hersey 1969; Blanchard, Zigarmi et al. 1985; Lawrence and Lorsch 1986; Vecchio 1987)	X	X	X	X	X
Contingency approach (Fiedler 1964; Fiedler 1967; Fiedler and Chemers 1974; Strube and Garcia 1981; Fiedler and Chemers 1984; Peters, Hartke et al. 1985; Fiedler and Garcia 1987; Fiedler 1993)			X	X	
Contingency approach: (Vroom and Yetton 1973; Vroom and Jago 1988)			X	X	X
Path-goal theory: (Vroom 1964; House 1971; House and Dessler 1974; House and Mitchell 1974; Indvik 1986; Indvik 1988; Lavine 2000; Mullins 2002)				X	X
Leader-member exchange theory: (Dansereau, Graen et al. 1975; Graen and Cashman 1975; Graen 1976)	X	X	X	X	X
Transformational leadership theory: (House 1976; Burns 1978; Bass 1985; Bennis and Nanus 1985; Avolio and Gibbons 1988; Bass and Avolio 1990; Bryman 1992; Yammarino 1993; Luthans and Avolio 2003)	X	X	X	X	X
Team Leadership: (Belbin 1981; Hackman and Walton 1986; LaFasto and Larson 1987; Hackman 1990; Drecksel 1991; Wellins,	X	X	X	X	X

Construct **X= major theoretical linkages in literature search**					
Constructs used in the thesis	LPICHVIS		LPICLMD		LPIENC
Variable code (Kouzes and Posner 2002)	CTP	VIS	EOA	MTW	ETH
Byham et al. 1991; Belbin 1993; Hughes, Ginnett et al. 1993; Ilgen, Major et al. 1993; Barge 1994; Stewart and Manz 1995; Barge 1996; Cohen and Bailey 1997; Kinlaw 1998; Yukl 2002)					
Leadership and management: (Mintzberg 1975; Watson 1983; Kotter 1988; Kotter 1990; Rost 1991; Hunt 1992; Strand 2001; Yukl 2002)		X			X

Table 75: Summary table theoretical linkages

Moving on to the strategic planning concepts, the main theoretical basis for the thesis is found in the following summary table:

Researchers	Main findings or constructs
(Boyd and Reuning-Elliott 1998)	Strategic planning is based on two aspects of the 'strategic planning factor' a) content which means the strategic planning activity, and b) the 'process aspect', refining to how the planning is performed.
(Slevin and Covin 1997)	operationalised the strategic decision making rationality along the emergent –to- planned strategy dimension.
(Dean and Sharfman 1996)	took a slightly different approach to the decision making rationality issue. Instead of focusing on economic outcomes of the strategic decision making process they studied the perceived effectiveness of the strategic decision process. Their conclusion was simply that process matters.
(Senge 1993; Kotter 1996; Collins and Porras 1997)	Researchers engaged in the area of organizational learning and strategy often focus on the need for organization wide participation in planning .
(Oswald, Mossholder et al. 1994)	The managers involvement in the strategic planning process. A positive correlation was found between strategic involvement and organizational commitment.
(Bourgeois and Eisenhardt 1988; Judge and Miller 1991)	a positive impact of decision-speed on performance
(Hart and Banbury 1994)	Organizations with high process capability – the simultaneous use of multiple strategy-making process modes – outperform single-mode or less process-capable organizations. The result indicates that strategy-making flexibility is important, especially in larger organizations and in environments that are more turbulent.
(Mintzberg and Quinn 1991)	Strategy, in the sense of a combination of activities a firm choose from in order to out-compete its rivals, is the result of the strategic planning activity. The specific chosen strategy is often a result of combinations of environmental conditions, top management personality, general strategic orientation, and ambitions, sudden opportunities etc.
(Grant 2002)	Successful strategy as a combination of long term, simple and agreed objectives, profound understanding of the competitive environment, objective appraisal of resources and effective implementation.

Table 76: Summary table strategic constructs

While not being a main focus and variable in the thesis, looking at some of the cultural factors mentioned by (Drennan 1992) and with the researcher explaining them in relation to the study of newspapers can give us the following table that in turn is useful for the following discussion of leadership and performance.

Factor	Relevance for the study of newspapers
Influence of a dominant leader	The strong editor that sets the standard for the newspaper
Company history and tradition	The strong brand of the newspaper locally. Many newspapers date back to the 18th and 19th century.
Technology, products and services	The classic newspaper on paper and its development towards a digital media, both in production methods and content.
The industry and its competition	From monopoly situations to highly competitive situations. Some newspapers in Norway and Sweden have government subsidies that virtually keep these newspapers alive.
Customers	A loyal reader base and loyal local advertisers. Other markets with competition against direct mail and television.
Company expectations	To be the leading newspaper. To be the number one newspaper in a market. To outperform the competition. To bring profits and value to our shareholders and owners.
Information and control systems	Some newspapers are quoted on the stock exchange and others have owners from industrial groups. Other newspapers have owners through foundations that are not looking at the profits of the newspaper at all but are solely occupied with the contents of the newspaper.
Legislation and company environment	In Sweden the press freedom is written into the Constitution. The editorial responsibilities for the content is a principle that is held high in both countries, by law or practice. And we mentioned the press subsidies earlier.
Procedures and policies	Some of the newspaper companies have reporting routines that are very comprehensive, in order to be in line with financial reporting from other companies. Orkla and Schibsted newspapers are examples of this.
Rewards systems and measurement	Performance related pay is not very common in Norway. More so in Sweden. In both countries measurements of newspapers' success are partly executed through the annual circulation figures and readership figures.
Organization and resources	Cultures are shaped through the influences of internal and external factors. Changes of editors and managers have impact, as have the resources that some of the newspaper companies put forward centrally – like management training and marketing studies.
Goals, values and beliefs	These are many in newspapers that have been around for decades, not to say centuries. The values that create and maintain a newspaper are more or less clear within the newspapers, and they are carried forward through stories, myths and rituals. The role of the newspaper in the society, editorial policies, "take the side of the common man".

Table 77: Sources of culture and their implications in newspapers – based on (Drennan 1992).

A large study performed in 2000 on American newspapers showed that newspapers that have so called constructive cultures have better (higher) readership scores. (Lavine 2000). According to the study, 80% of the newspapers surveyed in this large study had defensive cultures, marked by perfectionist and security serving cultures. The ideal appeared to be a constructive culture, something that only marked 15% of the newspapers. One would from this expect that newspapers with a more collaborative culture and internal cooperation would show better results. The work on culture by several writers (Hofstede 1992; Kotter and Heskett 1992; Schein 1992; Brown 1995; Kotter 1996; Alvesson 2001) all serve as a valuable background to the analysis of leadership and performance in context.

5.1.1 Performance criteria

A contribution to the study of performance criteria has been given by Brett (2000) in his comprehensive thesis. In this thesis I have built the performance criteria in two parts, the first being the objective criteria, within which we have the circulation data, the market share data and the financial performance data, combined into a criterion called PERFLVL, which is a four-group criterion made up of the PERFORM variable.

Criterion	Item	Theoretical reference
1	Market share and market share growth	(Ramanujan and Venkatraman 1988; Kalleberg and Moody 1994)
2	Return on sales	(Sharma and Kesner 1996)
3	Circulation growth	Industry based success criterion (Weibull and Wadbring 2000)

Table 78: Objective performance construct

The second part of the performance criteria is given by the leaders' response to the questions of robustness and competitiveness of the newspapers. These are all subjective criteria based in study of literature. The following table represents the most important subjective performance criteria, some of which are included in the questionnaire.

The variables for subjective performance can be found in constructs that range over many different areas – as can be seen from the following tables.

(Steiss and Daneke 1980)	(Katzell and Guzzo 1983)	(Sink and Tuttle 1989)	(Twomey and Quasi 1994)
Purpose	Recrutiment and selection	Efficiency	Job descriptions
Stability	Training and instruction	Effectiveness	**Goals**
Comprehensiveness	Approval and feedback	**Quality**	Measurement
Systemic orientation	Goal setting	Productivity	**Leadership**
Innovation	Financial compensation	Quality of Work life	Recognition
Opportunity orientation	Work redesign	**Innovation**	
Resources	Supervision methods	Profitability	
Commitments	**Organization structure**		
	Decision making		

	Work scheduling		
	Socio-technical systems roles		

The criteria in bold represent criteria of special importance to the newspapers.

Table 79: Constructs of subjective performance criteria

The items making up the scale for robustness can be found in literature in a number of different ways. Building on the work by Bettis and Hitt (1995), Kuvaas (1998) and Lindgren (2000) and on the excellent article by Lewis (2002), as well as feedback from the discussions with the reference/focus group, we formulated a construct for robustness relevant for newspapers from the following items:

Item
Quality of long term goals and strategies
Changes in business cycles
Organization structure
Financial platform (solidity)
Products and services (towards readers and advertisers)
Competence and knowledge base

Table 80: Robustness construct

With this summing up of constructs as a background, we can discuss the main findings of the research in context and from this draw the contributions to knowledge.

5.2 Contributions and limitations of the research

5.2.1 Contribution #1: A proactive strategic monitoring and planning process is important.

A number of studies found in literature support the hypothesis that a comprehensive and inclusive strategic planning process is important (Fredrickson 1984; Senge 1993; Dean and Sharfman 1996; Kotter 1996; Collins and Porras 1997; Grant 2002). This is also true with this study. Over time, a systematic planning process will lead to a focus of attention and to a clearer picture of what is important and what is not. In a newspaper context this focussing can be on the local market – as many newspapers have refocused their contents and "packaging" to be more attractive towards readers (Weibull and Wadbring 2000). Interviews with important newspaper editors and managers in Norway and Sweden give validity to this point of view. Going back in the history of newspapers the forces driving the development were often political or educational. Over the last years the changes in technology and the development of other media (radio, TV and the Internet) have changed the role of the newspaper.

As pointed out by (Grant 2002) successful strategies are based on four common factors: The first is that the goals have to be simple, consistent and long term. One Norwegian example here is VG whose objective is to be "The #2 paper for all Norwegians". This objective clearly fills this description. The second principle is a profound understanding of the competitive environment. Knowing what to compete with and to position the newspaper according to this competitive picture is very important. For instance the Swedish newspaper Dagens Industri positioned itself very clearly as a paper for the business community in competition with the larger national newspapers and had outstanding success with this. The third principle is an objective appraisal of resources. This requires leadership into what the newspaper can excel at and what to leave out. The changing role of the newspaper in competition with real-time media like TV forces newspapers to move into more analysis and background, not only to tell what has happened, but why it has happened. Many newspapers, also local, take this challenge into their local reporting, and not only the "big" issues. Thus, the newspaper is felt to be relevant for the local community. The fourth principle is effective implementation of strategies. With strategic plans lying in the office drawer nothing happens. A strategy has to be effectively implemented and driven through the organization by means of effective leadership. One good example here is the Swedish newspaper Sydsvenska Dagbladet in Malmö, in southern Sweden, that through an effective implementation of new editorial strategies, coupled with effective circulation sales and promotional efforts, managed to out-compete the number 2 local rival newspaper, to the effect that it went bankrupt in 2000. It took Sydsvenska Dagbladet the nearly 9 years to "get rid" of competition – using a "textbook" approach to strategic planning.

These examples show that the strategic processes are important and that it also has to be interwoven with the leadership processes. Referring to (Kotter 1988; Kotter 1990) the leadership research on the differences between leadership and management, one can see that it is important with the visionary leadership expressed as a strategy for taking control of the market, but this has to be assisted and managed through effective implementation processes. So also for newspapers – one has to keep an eye on the overall competitive environment and the monitoring of it (Yukl 2002) and at the same time publish the newspaper through robust processes every day. This conclusion is also supported in the work of (Bourgeois 1985; Grinyer, Mayes et al. 1990).

5.2.2 Contribution #2: Motivation is an important leadership factor in newspapers.

Motivation comes from within. As pointed out in literature (Furnham 1997; Kouzes and Posner 2002; Mullins 2002; Yukl 2002) motivation is more than getting the paycheck every month. Classic studies (Herzberg 1968/2003; Levinson 1970/2003; Maslow 1987) and articles that are reprinted show that this is an ever ongoing area for research and publication. More and more the newspapers are content driven companies. The traditional role of the newspaper has changed and therefore it must also change from within, through new ways of working that to a greater extent challenges individual talent. Strategic planning procedures, increased media competition and new and more demanding owners put new standards of performance on the newspapers – in all departments. Motivation comes from the feelings of belonging and engaging, in short, the fuzzier sides of leadership. For a journalist to make a "scoop" is more important than his position within the newspaper, and for a circulation manager to be on the top 10 list of performing newspapers, is much more motivating than working with advertising agencies travelling to conferences. Motivation is working with the people often in situational, contingency and path-goal oriented circumstances (Vroom 1964; Vroom and Yetton 1973; Dansereau, Graen et al. 1975; Lawrence and Lorsch 1986; Fiedler 1993), and results originate from the quality of the leadership in relation to the people and the challenges at hand. One of the most successful editors in Norwegian press is known for her ability to work closely with her people. She balances the demands of journalism by an attitude towards her staff that takes into account their whole life. A brief example: In December 2002 one of her news managers was seriously injured in an accident in Denmark. Just coming home from London, she more or less turned around at the airport, flew to Copenhagen and stayed at the hospital, taking care of the family and talking to the doctors, until she felt able to return back to the newspaper. By this act she showed devotion to her staff – both the colleague that was injured and his family, but also the staff at home, that knew that she would stand up for a colleague. This is part of the intrinsic motivation, of values that are above the daily newspaper publishing. A Swedish editor was motivating a large editorial department by challenging the collective journalistic ambition. Therefore it is no great surprise that motivation emerges as one of the leadership factors that mean the most in newspapers. This observation is made as a combination of the result of the objective and subjective performance analysis (LPIENC and PERFLVL) and the combinations of the correlations of LPICLMD and LPIENC and ROBUST.

Many of the satisfiers that are found in theory like job autonomy, job challenges and skills usage, challenges and educational opportunities can also be put on the list of motivators. (Furnham 1997). By the very fact that a newspaper is "more than an ordinary product" one can find that a mixture of motivational elements and values play important roles within the newspapers. The four principles put forward on how to stimulate followers i.e. to motivate them in the direction of the leader (Goffee and Jones 2000): a) to reveal a weakness, b) to be different, c) to use instincts and intuition, and d) be empathetic but tough – are all easily recognizable in a newspaper organisation as motivational drivers. And the expectations of the employees towards the challenges and the rewards must be carefully monitored by the leaders as they change continually.

5.2.3 Contribution #3: Positive leadership qualities and performance go together.

As the analysis clearly shows there are positive and significant correlations between the leadership criteria, the environmental monitoring, the strategic perspective and the collaborative culture of the newspaper organization. This result shows that a positive and proactive leadership process within the newspaper has a positive influence on the newspapers robustness i.e. competitiveness. If we go back and review the elements of the LPI (Kouzes and Posner 2002) we remember that there were three constructs that made up the LPI in this thesis. They were *Change and Vision, Collaboration and Modelling,* and *Motivation.*

Change and vision in the leadership profile includes developing a self-critical and learning organization, to look for the challenging opportunities and make the necessary prerequisites for the organization to innovate and grow (Senge 1993). Newspapers have not traditionally been good at experimenting, but they have been excellent in the art of small improvement, with the exception of transformations from p.m. to a.m publications and/or moving from a broadsheet format to a tabloid format.

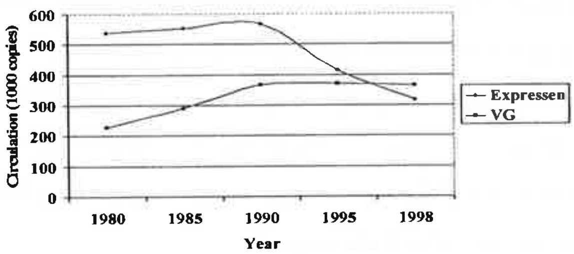
Inspiring a shared vision implies to look positively to the future and try to enlist others in the vision by appealing to their values, interests, hopes and dreams. (House 1976; Bryman 1992). Most newspaper employees are very proud of their newspaper and feel emotionally attached to it. But these feelings and attitudes can be challenged in times of radical change – especially if the managers and leaders of the newspaper are not up to acceptable standards, which means that they have difficulties in making their ideas come alive throughout the organisation. In newspapers the vision also has a broader perspective, which is often reflected in research in journalism. These perspectives include balance of sources, protection of sources (one example: “Deep Throat” and the Watergate affair), editorial ethics etc. The constructs of servant leadership (Greenleaf 1977) is a helpful base for understanding this.

Collaboration and standards setting. The newspapers these days have to work in a more collaborative way. This means developing trust and cooperative goals within the newspaper. These are often challenged within the power structures of the newspaper. There are almost always tensions between the editorial department and the advertising department. This can take many directions, the most visible being the struggle on advertising space and or contents on editorial pages. One example is advertising on the front page of the newspaper. Some papers find a balance between ads and editorial, but other newspapers ban advertising from the front page, under the belief that it impairs the quality and standard of the newspaper. The trust building activities and the collaboration across departments in important projects are of utmost importance to succeed in the newspapers of the present and the future. To identify the important values, balanced between editorial and non-editorial, stick to them and communicate them effectively is the acid test of newspaper leadership. This requires insights into many of the "schools" of leadership research – most important being the elements of charismatic and transformational leadership (House 1976; Bass and Avolio 1990; Bryman 1992)

Motivation, as pointed out above, is the last and perhaps the most important factor of all. To recognize the individual contributions, to nurture and develop them, is clearly important and in many newspapers ignored. The best newspapers here build on the individual excellence, grow and develop talent and make certain that there is a celebration when milestones are reached.

The positive leadership qualities outlined above are then taken into the daily activities of the newspaper, and show themselves in the development of the long term competitiveness of the newspaper. Many authors ((Westwood 1992; Nelson and Quick 1994; Furnham 1997) describe the complexities and composition of motivation, both as an internal state experienced by the individual, and how it is strengthened by a combination of activities and measures – most of which are non-monetary. Respect for the individual and competences, feedback, caring, and challenges are all part of the motivational package. The thinking that arises from the school of emotional intelligence through the concepts of self-awareness, self management, social awareness and relationship management is also of great importance to leadership of newspapers. (Goleman, Boyatzis et al. 2001). To build robustness over time through consistent and forward-looking leadership seems to be a winning formula for newspapers. Let me illustrate this with a striking example:

Figure 15: Circulation for VG and Expressen (Source: Publishers Associations)



One of the best examples of the influence of leadership and management on the performance of newspapers is given by the case of Verdens Gang (VG), an Oslo/Norway - based national tabloid, and Expressen (Stockholm/Sweden), also a national tabloid. Going back to the mid 60s VG was in fact modelled on the extremely successful concept of Expressen. VG has over the years developed itself to becoming a huge success in Norway and is today the nation's largest newspaper measured in circulation. Expressen – a huge success and money-maker for the Bonnier family for decades, had a change of leadership (both editor and managing director) in 1990 – setting the newspaper off into a steep decline. This is a proof of lack of robustness. After many years of falling circulation and profitability, in 1999 the newspaper merged with two other newspapers, making the statistics no longer comparable. Expressen was an extremely profitable and robust newspaper up to the late 80's. The 1990s showed the papers vulnerability especially in the fields of quality of strategies, leadership, organizational structure and its product for readers and advertisers. A series of editors and managers have tried to turn the newspaper around – unsuccessfully. Most of these editors (and managing directors) have set out boldly with their own ideas, redesign, lots of fresh money from the owners - and lots of energy. But it has been difficult to motivate the organization towards a total turnaround – mobilizing the internal resources of the newspaper. In some respect it was because a complacency culture was allowed within the newspaper for many years, its success seemed to go on forever. Partly it is true because the newspaper did not handle the competition from the growing number of TV channels properly. Moving on to Norway: Even if VG in recent years has not had the immense growth in circulation that it had in the 80s, it has maintained its managerial stability and robustness, and is one of the overall leading brands in Norway – regardless of industry. They have created a "winning culture" that shows robustness and competitiveness. In many ways the success of the newspaper is self-propelling and gives sufficient energy to develop and renew the newspaper. To work in VG today is a symbol of success. As these lines are written (February 2003) VG is celebrating its all time high newspaper circulation figures of 390.000 daily copies.

5.3 Some contributions from interviews with newspaper executives.

Interviews with newspaper executives from the focus group (individual personal interviews) support the findings from the quantitative study, and give validity to the research results.

5.3.1 Strategic processes

The strategic processes are important for the development of the newspapers – both in the long and short term. One of the executives compared the strategy work as a cross country 50 km ski race, where there are soup stations along the way. The direction is set, but you will have to fill up with new energy as you go along. This is how the strategic process functions within a successful paper. The process gives an answer to many of the problems that the newspaper faces in the daily activities, and it serves as a useful reminder that one has to have respect for the readers and advertisers that make up the market – and that are changing constantly. The awareness that is created through the systemic process is highly valuable. All editors and managers interviewed emphasized the importance of a strategic process to guide the development of the newspaper.

5.3.2 Change and vision

A strong message emerged from the interviews in the role of the need for change and the visionary elements of leadership. The process leads to definition of areas of change and improvement and a combination of organizational and personal objectives on the hand of the managers. First, the strategic process makes it easier for the leaders to navigate – both in good and bad times. Second, the process leads to the focus of the leaders on important subjects for change and improvement in the newspaper. Third, some of the leaders are measured on the accomplishments according to their plans – and therefore put extra energy into the fulfilment of the objectives. One editor said that one of the success criteria of leadership was the ability to develop mobility of managers – to his own newspapers as well as other newspapers within the group. The strategic plan is the base roadmap for focussed leadership.

5.3.3 Internal collaboration

The editors and managers agree that the internal climate and culture for collaboration – especially between the editorial and administrative departments – are of utmost importance for the success of the newspapers. With the pace of change within the newspapers today, the *modelling the way* (Kouzes and Posner 2002) and "drive" through the processes are more important than ever. The success of implementation of new plans is partly a process of motivating for change, and partly a process of keeping an eye on the process and keep it moving – sometimes exercising impatience. To show that one has the grip on both the large picture as well as details emerged as an important leadership trait. This partly goes back to the theory of charismatic leaders (House 1976).

5.3.4 Motivation

The leaders all emphasized the importance of motivation. This can be emphasized as having a "positive message" – for instance the change of the newspaper from a broadsheet format paper to a tabloid paper (in Norway and Sweden this is not regarded as a loss of quality – but as getting a more modern and reader friendly newspaper. 71% of newspapers in Norway are now published in the tabloid format.) The elements of the transformational model by Bass and Avolio (1990) are visible in newspaper motivation through the elements of idealized influence ("the newspaper will be better"), individualized consideration ("new and exciting journalism"), inspirational motivation ("we will become more competitive"), and intellectual stimulation ("your stories will have a better presentation"). Some of the managers also emphasized the importance of time – for the process to work and the new thoughts to find their way into the minds of the employees or followers. Some of the leaders think that the role of motivation is difficult. Often under pressures from demanding owners and caught between several sub-interests within the organisation it is difficult for the leaders to exercise motivation of employees. Some say that the most important thing is to sense what is going on in the newspaper at all times, and then provide the right motivation (situational and conditional), others say that the thing is to focus on what is working well instead of being overwhelmed by all problems ("that are always there"). Others say that it is difficult to motivate newspaper employees in a situation of market monopoly, because there is no external competition that threatens the newspaper in the short term.

5.3.5 Leadership model

The leadership model – the single vs the dual model – came out in the interviews in the same way as in the quantitative research. There is no evidence that the one model is better than the other. Some executives are very confident in the balance between the two areas of editorial vs. management, others are more certain that the future lies with the single model. This is emphasized by the fact that the recent reorganizations of some of the newspapers move the managing director from one newspaper to a group of newspapers. "There is no room for a managing director today", some say. The changes of production technologies and centralisation of business services have left some of the traditional tasks of a managing director redundant. At the same time the insight that the new role for the single leader (most often the previous editor) in the dual role is to exercise the leadership in another way. This implies building a team of leaders in another way. There seems to be some agreement between the respondents that a single model gives a more holistic view of the organization than the dual model. But this does not have any influence on the perception of robustness or performance. One leader was very strong in emphasizing that the dual model requires full agreement between the editor and manager – something that is difficult to obtain. The most successful dual models are where there is a clear strategy that the two leaders agree on –

and from this basis the editor and manager exercise their authority avoiding getting into details and problem areas of the other.

5.3.6 Competences

With the changes of the newspaper industry due to new production technologies and new models of management there is a growing interest of compentence development. This is not in the sense only of learning how to write a better story or to become a better advertising sales rep. "The importance is not the IQ but the EQ", one manager said. The response to this within the newspapers varies. Some of the corporate newspapers have competence development programs on a large scale instituted in a combination of factual training and organisational development training. Many newspapers have internal development discussions once a year between managers and employees, to be able to spot competence development needs, and are then tailoring development in a balance between the needs of the newspaper and the needs of the individual. The methods and the intensity varies – but all agree upon the fact that competence development is one of the biggest challenges in the years ahead, and most importantly in the area of learning how to work better together through team development and project development.

5.4 Significance of the study.

The research into management practices and performance of newspapers in Norway and Sweden is quite rare. There are numerous dissertations published every year on media and communications, especially from Sweden. Of 40 studies documented in the Nordicom (library on Nordic media research at the University of Gothenburg, Sweden) list of 2002 – only two had direct links to newspapers and non-editorial areas. The agenda for the upcoming Nordic conference on media research in August 2003 only has one item out of 25 that is devoted to media economics – the rest is journalism. Therefore I believe that this study in itself is a contribution to knowledge about newspaper management practices in the two countries. There is lots of talk about leadership practices and performance, but very little systematic research, at least within an academic framework. The studies in Sweden (Weibull 1983; Sigfridsson 1993; Severinsson 1994; Melesko 1999) have all been a mixture of strategic studies or market studies, none have really gone into management to any great extent. One recent Norwegian study (Roppen

2003) describes the strategic development of one of the Norwegian ownership groups – Orkla. This observation of lack of leadership research is somewhat surprising given the fact that in the latest edition of the yearbook for the Norwegian Editors Association there is reference to a survey on the recruitment of editors to the Norwegian Press (Finslo 2002). In this survey there is a reference to the qualities looked for in the recruitment of editors in 2002. Whether you ask board members, unions or managers – documented leadership abilities come out on top, except for editors-in-chiefs of dual management newspapers, where journalistic abilities come out on top (72%) , followed closely by leadership qualities (67%). #2 is economic insight and understanding and #3 is abilities to cooperate – a clear leadership ability. Therefore this study, one of the first of its kind, is important because it puts emphasis on something that the industry is growing more aware of. It is therefore a paradox that so few projects are initiated and conducted on leadership – and so many on contents. I believe that this research project in itself will start new discussions within the industry on the relevance and necessity of leadership qualities, and will mover from this more "broad based" approach of leadership and performance into more specific areas of research, some of which are suggested later. There will have to be some guidelines for leaders of tomorrow to follow on making the transition of the classic paper-based newspaper into a multimedial news and content delivering organization. The insights and skills necessary to perform these new tasks have to be put into context and into practice. This thesis might serve as a starting point for this discussion and, hopefully, as an inspiration for further research and development in the area.

5.4.1 Strengths

The main strengths of the thesis is that it focuses on leadership practices that to some extent are learnable, and that it has been put in a strategic perspective. The insight that environmental orientation and strategic perspective are traits of newspaper organizations that perform well is a contribution to knowledge that emphasises the conventional wisdom within the industry by putting even more even more emphasis on it. I am also pleased that motivation as a factor seems to be important. This is not at all sensational, but it puts a documented truth behind the Christmas-keynote speech notion that *our employees are our greatest resource.* Both the rejected and the accepted hypotheses have their value by fuelling continued interest into the field of newspaper and media management. The main results of the study have been discussed with reference individuals and groups both in Norway and Sweden, thus calibrating the findings with the realities of practice, and there is a great sense of validity of the research. There is also support that these conclusions are both representative and comprehensive. This is an approach that also is recommended in theory (Easterby-Smith, Thorpe et al. 1992). Talking to editors and managers throughout the industry in Norway and Sweden gives us the impression that the findings of this study have validity for the development of the newspapers. One of the strengths of the study is that it emphasizes the systematic work of planning and development within the newspapers. There are clear links between the strategic posture, systematic external orientation and the performance of the newspapers. This lesson is very important within the industry that has only seen the development of systematic strategic work over the last 10 years. A further strength of the study lies in the choice of hypotheses. They are all within the top agenda framework of interest for editors and managers. It highlights the fact that no one model of leadership is best, but it is the situational and contingency approaches that are most valid. It is also a strength of this study that it supports and suggests further the tradition of transformational leadership.

Throughout this thesis numerous references have been made to strategy and strategic processes. As pointed out in strategy literature (Fredrickson 1984; Mintzberg and Quinn 1991; Oswald, Mossholder et al. 1994; Grant 2002) successful performance can be attributed to a soundly formulated and effectively implemented strategy. This research project clearly states the link between a strategy and performance, and that the strategic posture and perspective forms a foundation also for the leadership processes. There is much evidence within the industry that strategic processes form the basis both for business development and leadership development. Numerous editors have, more or less against their will, been forced into adapting modern management strategy development techniques, only to find later that it has helped them to refine their thinking and promoting their leadership style.

It is also important to point out that leadership discussion many times take the form of absolutes. One example of this is the discussion on the structural model of the industry – a dual management model and a single management model. There has been a search over the last ten years after the "right" management model. This study, and also accumulated practical experience, shows that there is no one model that is best. Both models have their pros and cons (Melesko 1999) and must be evaluated in a contingency context. A recent example from Norway is Stavanger Aftenblad, which after two rounds of single management model (one was a success, the second did not succeed), has resorted to a dual management model – and based on internal promotion, also questioning the concept that the only successful leader can come from the outside.

This study also has significance as it points to and develops further the construct of robustness. As an industry with a history going back to the 17th and 18th century there has developed an accumulation of knowledge and experience that has manifested itself as robustness – a combination of competitiveness and other qualities that makes it possible for the newspaper as an organization to develop, even when competition from other media is hard. I am particularly glad that this study shows the link between the criterion for robustness and the different leadership qualities as expressed in the LPI constructs. This study has given a reinforcement on the application of good leadership practices that in turn lead to a greater robustness of the newspaper organization.

The study also makes a comparison on some criteria on leadership differences and similarities between the close neighbours of Norway and Sweden. Above the cultural differences set off by the numerous jokes between the two countries, the basic leadership instruments are the same. Both countries have the same press tradition and the same relative influence of the printed press on the society. The importance of this study also lies in the fact that one can learn and be inspired by leadership and practices in both countries, without turning it down as useless because it is either Swedish or Norwegian – depending on which country you happen to be in. As a practitioner and researcher in both countries I have, at least in my home country of Norway, to some extent learnt that one does not become a prophet in one's own territory. My prophecies are better received in Sweden. Thus, learning about leadership in another country, although a close neighbour can cause inspiration in both countries.

Also, the discussions between editorial and non-editorial leadership are important. One would think from the outset that the qualities needed to inspire and lead within an editorial setting would be different from the more mundane tasks of running the newspaper as a business. This study suggests that the leadership is no different and that the qualities of leadership needed to get out a good local news story, is no different from the advertising manager selling ads up and down the High Street of the town. A myth can then probably be buried, and will serve positively in developing a more integrated leadership for newspapers and media organizations.

A strength of this study is also that it tries to test some theoretical concepts on an industry in transition. From literature reviews there are numerous studies that are performed on MBA graduates, students and the military. Health services and schools are also quite well researched. But as mentioned earlier, the studies into media management in general and newspapers specifically are few and far between. To set off some interest in developing and extending leadership theories for newspapers and media is valuable. So even if the LPI construct in this did not fit exactly with the prescribed model, it was nevertheless useful in setting up the structure for the research, and it sharpened the interest for improving a short leadership questionnaire.

Throughout the development of this thesis I have had numerous contacts, both structured and non-structured, with editors and business managers of newspapers throughout Norway and Sweden. There has been considerable interest in the topic and as results have emerged these have been discussed with them. The feedback points directly towards validity of the results. There is no doubt that the strategic processes are an integral part of the leadership of newspapers. The same thing goes for positive and motivational leadership practices. I think that one of the strengths of this study really has been its close contact with the industry.

5.4.2 Limitations of the study

5.4.2.1 Size and scope of study

A study like this, and obviously if it is done for the first time, with little external references and previous studies within the industry, has its clear limitations. One is the sample size – to the effect that 147 managers from Norway and Sweden represent the industry as a whole. However, I think that since all major newspapers and newspaper groups and sizes are represented with top and higher middle editors and managers, they represent a good cross section of the industry, but a sample size of at least 3-400 would have been excellent.

The response rate is according to the literature (Cobanoglu, Warde et al. 2001) acceptable (30%), but it would have been better with a higher response rate.

One obvious limitation is the size or comprehensiveness of the study. It was decided from the outset with the focus and reference groups that the questionnaire would have to be as short as possible. Working in an industry where, at least in the editorial departments, 90% of all information that passes over a desk is thrown away after just a few seconds, poses a challenge for obtaining interest in the subject. It would definitely have been better to have a larger and more extensive questionnaire, for instance with more constructs on the strategic processes and the robustness construct.

5.4.2.2 Sample

The respondents in the sample are all top or senior managers/editors from the newspapers they represent. One obvious limitation to the study of leadership is that it is only the view of the top managers that is presented. A research into not only the top management view but also the next levels (middle management) and even the views of the "ordinary" employees would have increased the quality of the research – but at the same time making it more complex.

5.4.2.3 Methodology

With hindsight – the LPI is perhaps not as good an instrument to measure leadership practices after all. Both this study and parallell studies (Sandbakken 2003) show that the Leadership Practices Inventory does not conform to the original five factors given by the Kouzes and Posner (1987) theories. One of the reasons why this is the case may lie in the actual formualtion of questions in the questionnaire. Some of the expressions used in the questionnaire sound a bit strange in Scandinavian ears: A critical evaluation of the questionnaire from a Norwegian and Swedish point of view suggests that the phrasing of some of the questions (examples are: LPI 2,7,9,12,15,22,27 and 30) might be too "American"), revealing a cultural bias that might be reflected also in the responses. It can be argued that a translation into Norwegian or Swedish should take into account possible cultural differences and that a more "free" translation would have made the LPI-model more in conformance with the original five-factor solution by Kouzes and Posner.

This study therefore indicates that there is a need for a better instrument for measurements of leadership practices. The alpha results are around ,7 for the LPI constructs, but was ,66 for the robustness criterion. This is not rated as totally acceptable other than in exploratory research (Hair, Anderson et al. 1998).

The other criticism that can be brought forward is the link between the respondents and the economic data. This study is on leadership practices, and we have applied data from the newspapers accounts and market situation as "add-ons" to the individual data. This gives us the opportunity for classification of leadership practices in different newspaper groups (low and high-performers) but it does not link the leadership practices to the results directly, and we can therefore only assume that there is a link between the editor/manager and the actual situation of the newspaper. There are numerous contingencies here that are not explained or taken into consideration.

There is a limitation also in the fact that it is a self-perception of leadership that is measured and not a follower and/or partner study. A more 360-degree and pair-oriented (leader-follower) study would have given additional information and possibly a more complete picture of leadership practices from the both the leader/managers and the subordinates' point of view.

A limitation is also that the study does not go into the specific cultural aspects of newspaper management. It was decided to leave the newspaper cultures out of this study as a specific subject, since it would cause a lot of new and other research problems.

A further limitation is that this study does not go into areas of newspaper structure at any depth, besides the single and dual management aspect. How the performance and robustness of the newspaper varies with different structural models would obviously be of interest, but lies beyond the scope of the present study.

We know that there are developments taking place in all the four large publishing companies in Scandinavia on the future of newspaper publishing and the structures of newspaper production, through organizational integration, insourcing and outsourcing of services (like printing and distribution, payroll, accounting and other shared services).

Criticism can also be raised as far as the performance criteria themselves are concerned. Not that much the objective performance criteria like circulation and return-on-sales, as these can be easily obtained and checked. But more work is needed to develope and extend the concept of robustness that was described in the thesis of Lindgren (2000) and that has also been found in different literatures on strategy (Grant 2002; Johnson and Scholes 2002). The robustness criterion had low alpha and needs further development. Within the framework of this research and combining the collected data in other ways, we have not been able to come up with a better construct for robustness within the framework given by the thesis.

Another important methodological aspect is the combination of different research methods. This study is mostly quantitative, relying heavily on a questionnaire and statistical analysis and interpretation. Looking at how research into leadership is performed in Scandinavia, and especially in Sweden, we can see that it is relying more heavily on a qualitative approach as described in literature (Strauss and Corbin 1990; Gummesson 1991). Through the in-depth knowledge of the newspaper industry in Norway and Sweden by this researcher, developments and understanding of newspaper leadership could have been extended further.

Last, but not least, is the criticism that the results from group tests like t-test and ANOVA to some extent points in another direction than the results obtained by a regression model. Looking at groups of data (single model vs dual model, or Norway vs Sweden) we can test for differences of means between groups. But when it comes to putting this into a more advanced regression model, we find that some of the conclusions drawn are not supported by the model. This might be due to differences between the countries

5.4.2.4 Analysis

The analysis of the data was performed by applying some classic robust tests of variance to test the differences between different groups of managers and different levels of newspaper performance. The analysis could of course have been performed using a more varied palette of statistical tests, although there are some doubts by the researcher whether this would have led to any improvements in the interpretation of the data.

The application of factor analysis is one area that is a weakness of this study. Although several factor analyses were done, they were not implemented in the actual research process. The reason for this was, as mentioned earlier, that the LPI did not conform to the initial five factor solution. Therefore a higher level construct based on the original five factors was chosen, to facilitate the analysis and interpretation in relation to the theory by Kouzes and Posner.

One obvious improvement to the analysis would have been to move towards more advanced analytical methods like structural equation modelling earlier in the research process. When the elements of SEM was introduced to the researcher at a later stage in the research process, it opened up new possibilities for research and interpretation that had not yet been explored.

5.4.2.5 Research with no limitations – the dream situation

Given all the resources needed and no constraints, how could this research project have been performed? This calls for some interesting research challenges. First, questionnaires on leadership would have been sent to all newspaper managers – top and middle level in Norway and Sweden – probably

1500-2000 people. The data collection procedure would have been performed entirely by a web application and would have been distributed over the web, excluding fax and ordinary mail all together. The questionnaire would have included sections for leadership, environmental scanning and strategic perspective, as well as subjective performance.

Thus, making it possible with 360-degree analyses, one would have the opportunity to explore internal climate and collaboration with more precise measures, by developing indexes or contructs for internal climate and company culture.

Second, to build on the results of the quantitative analysis, a much more extensive qualitative interview process would have been undertaken. A representative sample (N=30) of the top and middle managers in the newspapers would have been nominated for personal interview. This interview would ideally take place at the actual newspaper, but would, for practical reasons, be conducted by telephone, and if possible, by video-conferencing over the web.

Third, initial results from the research would have been fed back to the respondents – initiating a second round of questions or priorities based on the initial analysis. This would have made it possible to refine and develop the analysis and give input to theory from both the quantitative side and the qualitative side.

Fourth, this kind of study should be repeated after three years with possibly the same respondents, to spot any changes in leadership and performance – and further improvements to leadership and management theory.

5.5 Future research areas

A number of new study areas arise from this thesis. First, a more thorough study of management and leadership also from the subordinates and "ordinary people" would be interesting, as partly outlined above.

Second, a deeper study into low and high performing newspapers would be of interest, since there are mechanisms of the newspaper management that lie beyond the scope of this thesis, for instance the areas of government subsidised press and the lack of competition. Does this breed complacency?

Third, a study of corporation-owned and not corporation-owned newspapers would be interesting from the fact that a newspaper that is owned and run by an industrial enterprise, like Orkla, might have developed other leadership practices than the ones documented in this thesis.

Fourth, a study into gender issues in management would also be of interest, since this is one of the hottest subjects in the industry at the moment, based on the recognition that the industry is heavily male dominated.

Fifth, a study into large vs small newspaper management would be interesting from the point of view of the complexities of management and leadership, and sixth, a study of leadership *development* practices in relation to the organizational performance would be a challenging new research area.

Sixth, a further and deeper study on environmental scanning and strategy development process in relation to performance would be of great interest To what extent do leaders rely on their own interpretation of their environment and strategic challenges, and how much is imposed on them from pressures from news corporations and owners.

Seventh, a study into the area of organizational change and how leaders and managers deal with that would be of great interest. We have established in this study the link between strategic perspective and performance, and implementation of change would greatly enhance the understanding of organizational processes.

Finally, a study, building on the findings of "arts management" (Wennes 2002), would be a new and challenging research area.

As mentioned under the section on limitations above, this study also sets off ideas on further research into research methodology in itself. One obvious area is to develop a better questionnaire on leadership practices and/or challenges. Even if the LPI in some of its constructs point towards the transformational processes and visionary leadership, this is an area that one needs to go more into. This again also leads to thoughts about studying internal communication processes in newspapers and media. How do they communicate visions and values and how are these "digested" throughout the organization.

There is also a need to explore the concepts of robustness and performance further. With circulation figures fading as the prime success criterion, there is a need for development of new subjective and objective performance criteria. The strong links between the robustness variable and the objective performance suggest that there might be interesting concepts to be developed by going deeper into the area of performance.

5.5.1 How to use these results in practice

The results from this study can be used in several ways. One is to popularize the study through articles in the industry press about each and every one of the research hypotheses. The research findings in the strategic processes and the motivation are particularly interesting. These can also be conceptualized and introduced as elements of training seminars for newspaper managers at almost all levels.

Secondly, to develop a better management course for newspapers by coupling the insights of this study with strategic issues in the industry would probably be most welcomed. Knowing that a strategic process matters, and how this can be operationalized in a modern newspaper environment is an interesting challenge. By combining the findings from this study with the theoretical framework of leadership and management, especially in the area of transformational leadership, one can develop more effective and efficient management training seminars. It might also be a contributing factor in the new area of management studies that is evolving – that of media economics, an area that is not widely understood, and greatly underestimated – in both Norway and Sweden.

There is also a case for bridging the gap of knowledge creation between practitioners and academics (Rynes, Bartunek et al. 2001) . This thesis has a theoretical as well as a practical side, hopefully to the benefit of both worlds.

5.6 My learning process

For me this has been a challenging learning process that started more than 10 years ago, with DBA 2 in 1992. At that time there was no DBA thesis presented at Henley and everything was quite new and untested. I worked hard over the first two years and had completed the Stage 1 in 1995, being awarded the AdipC in January 1996. Unfortunately my illness at that time put a stop to further research, and the DBA was mothballed, but never completely forgotten. Then in mid 2001 I decided to work towards the DBA again, and it has been quite an interesting and challenging journey. After having worked as a consultant for 18 years it is often difficult to change the mode from "consultant style" to "researcher style". Often under pressures of deadlines and a maximum of 25 Powerpoint-sheets with 6 bullet points on each, it is difficult to be as thorough and meticulous as required in academic research. And having the possibility once more to dive into the world of research, textbooks, articles and knowledge about management has been most challenging. It has given me a fresh perspective and an update about management and leadership that I needed. A new respect in the field of academic work has arisen from this. Reading through excellent textbooks and articles on the leadership subject has set off thinking and inspiration that has driven me through this project. And being able to put the research into context with the realities of the rapidly changing newspapers has been most inspiring and challenging. The added respect of being a doctoral associate has given me entry to people that might not otherwise be interested in the subject, and this has set off many interesting and challenging discussions.

Doctoral research is about putting that little grain of sand into the large sandbox of knowledge. It is about going back and forth between literature, your data, testing and retesting, and at the same time being able to focus on your topic. It is very easy to derail. I vividly remember the advice given by professor Pat Joynt way back in 1992 when I started this journey. He said: *Read, read, read, write, write, write.* It is about keeping up the process – looking for new material, finding what is relevant, and then acquire such deepness of knowledge that one is able to abstract and synthesize the findings. Doctoral research is also about endurance and the revisions and changes that have to be made. A lot of the learning process comes from the research process itself, having to look up concepts, having to focus on the most important things, sorting things out that are interesting but not really relevant and so on. It has given me great respect for the work done by researchers. It has also made me more critical as far as methodology is concerned. Whenever a new concept of leadership comes along I feel more inclined to take a critical and more research oriented position, than accepting things at face value. I feel fortunate to be able to put my research project into the industry that I feel so strongly about, and having been able to use contacts within the newspapers and academia to fulfil the project. Many people within the industry and in organizations and institutions have shown great interest in my work. I feel much more confident both as a consultant and as an educator after having completed this long project.

5.7 Conclusion

Going back to the beginning: When I started out this research project more than 10 years ago, I had the objective in my mind that I would like to gain some insight into the mechanisms of what it is that improves the performance of newspapers. Obviously it is the contents and the relevance of the newspapers that are most important to the readers and advertisers. But when we move into the areas of leadership, we are presented with an area of many variables and contingencies and very few absolute truths. I believe after completing this project that I have been able to highlight some of the links within the analytic framework of the thesis, that are important for the explanation of leadership in newspapers.

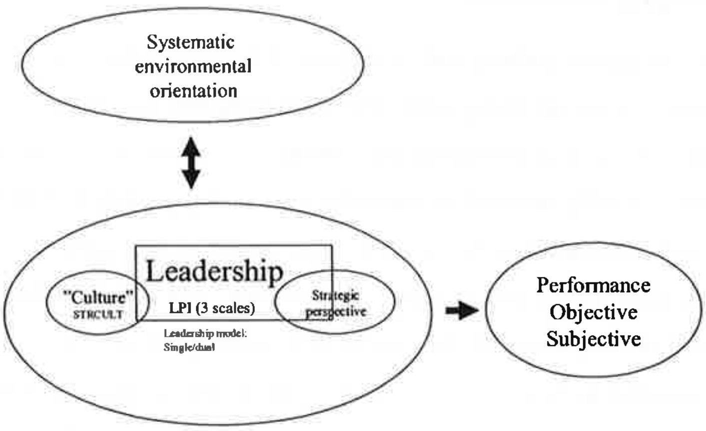


Figure 16: The research model

All the elements of the model influence each other. The performance of the newspaper comes as a consequence of the decisions taken over time. These decisions, like what to publish and which markets to go after, influence the performance as well as do the contingencies in the business environment. There is reasonable evidence that a more proactive approach and planning procedure and a clear strategy gives better performance.

Working within the organisation – the robustness of the organisation is improved by good management and leadership practices. This thesis gives its contribution to the literature by emphasizing the management practices that are participative and constructively use the knowledge and human resources of the newspaper and as such gives a contribution to theories in transformational leadership.

6 Appendix : Variables and test results

6.1 The research variables

Descriptive Statistics of the variables.

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
LPI01	147	3,88	,736	-,547	,200	,447	,397
LPI02	147	3,76	,816	-,440	,200	-,151	,397
LPI03	147	4,18	,693	-,387	,200	-,388	,397
LPI04	147	3,79	,796	-,677	,200	1,147	,397
LPI05	147	3,82	,783	-,286	,200	-,263	,397
LPI06	147	3,56	,803	,171	,200	-,505	,397
LPI07	147	3,24	,873	-,061	,200	-,390	,397
LPI08	147	4,10	,747	-,368	,200	-,521	,397
LPI09	147	3,63	,828	-,322	,200	-,007	,397
LPI10	147	4,21	,714	-,562	,200	-,052	,397
LPI11	147	3,98	,789	-,472	,200	-,119	,397
LPI12	147	3,15	,953	-,017	,200	-,581	,397
LPI13	147	4,53	,600	-,890	,200	-,189	,397
LPI14	147	4,44	,673	-1,059	,200	1,059	,397
LPI15	147	3,40	,799	-,447	,200	,567	,397
LPI16	147	3,84	,929	-,602	,200	,079	,397
LPI17	147	3,38	,822	-,511	,200	,270	,397
LPI18	147	4,13	,675	-,296	,200	-,277	,397
LPI19	147	3,35	,874	-,259	,200	-,044	,397
LPI20	147	3,74	,853	-,281	,200	-,164	,397
LPI21	147	3,36	,835	,023	,200	,107	,397
LPI22	147	4,09	,740	-,348	,200	-,476	,397
LPI23	147	4,30	,735	-,958	,200	,902	,397
LPI24	147	3,86	,782	-,366	,200	-,155	,397
LPI25	147	3,23	,973	,018	,200	-,646	,397
LPI26	147	3,82	,731	-,339	,200	,060	,397
LPI27	147	3,76	,880	-,353	,200	-,227	,397
LPI28	147	3,83	,734	-,142	,200	-,322	,397
LPI29	147	3,37	,908	-,258	,200	-,223	,397
LPI30	147	3,65	,808	-,154	,200	-,419	,397
OMG01	147	3,15	1,131	-,069	,200	-,735	,397
OMG02	147	3,07	1,098	,007	,200	-,521	,397
OMG03	147	3,20	1,104	-,197	,200	-,685	,397
OMG04	147	3,06	,974	-,034	,200	-,452	,397
OMG05	147	3,73	1,138	-,663	,200	-,417	,397
OMG06	147	3,54	1,042	-,340	,200	-,538	,397
OMG07	147	4,31	,957	-1,522	,200	2,019	,397
STR01	147	4,13	,916	-1,019	,200	,858	,397
STR02	147	3,70	,968	-,560	,200	-,043	,397
STR03	147	3,21	,862	-,358	,200	-,197	,397
STR04	147	3,69	,865	-,198	,200	-,593	,397
STR05	147	3,82	,934	-,354	,200	-,527	,397

STR06	**147**	**3,75**	**,890**	**-,072**	**,200**	**-,868**	**,397**
STR07	**147**	**3,49**	**,946**	**-,192**	**,200**	**-,471**	**,397**
STR08	**147**	**3,65**	**,874**	**-,115**	**,200**	**-,373**	**,397**
STR09	**147**	**3,71**	**,936**	**-,363**	**,200**	**-,469**	**,397**
STR10	**147**	**3,73**	**,976**	**-,280**	**,200**	**-,715**	**,397**
ROB01	**147**	**3,69**	**,764**	**-,537**	**,200**	**1,116**	**,397**
ROB02	**147**	**3,13**	**,924**	**-,314**	**,200**	**-,465**	**,397**
ROB03	**147**	**3,45**	**,778**	**-,270**	**,200**	**,017**	**,397**
ROB04	**147**	**3,79**	**1,178**	**-,933**	**,200**	**,164**	**,397**
ROB05	**147**	**3,90**	**,705**	**-,576**	**,200**	**,710**	**,397**
ROB06	**147**	**3,48**	**,705**	**-,152**	**,200**	**-,233**	**,397**
Valid N (listwise)	**147**						

6.1.1 Factor Analysis for PERFACTO

Correlation Matrix

		CIRC2	MSHARE2	RESAVG
Correlation	CIRC2	1.000	.435	.379
	MSHARE2	.435	1.000	.170
	RESAVG	.379	.170	1.000

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.561
Bartlett's Test of Sphericity	Approx. Chi-Square	52.511
	df	3
	Sig.	.000

Communalities

	Initial	Extraction
CIRC2	1.000	.713
MSHARE2	1.000	.516
RESAVG	1.000	.438

Extraction Method: Principal Component Analysis.

Total Variance Explained

	Initial Eigenvalues			Extraction Sums of Squared Loadings		
Component	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.667	55.564	55.564	1.667	55.564	55.564
2	.832	27.745	83.310			
3	.501	16.690	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
CIRC2	.844
MSHARE2	.718
RESAVG	.662

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Rotated Component Matrix[a]

a. Only one component was extracted. The solution cannot be rotated.

6.2 *Tests for Hypothesis 1.*

Oneway

ANOVA

STRATPER

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	67,840	2	33,920	1,990	,141
Within Groups	2113,624	124	17,045		
Total	2181,465	126			

Post Hoc Tests

Multiple Comparisons

Dependent Variable: STRATPER
LSD

(I) PERFLVL	(J) PERFLVL	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1	2	-,637	,8548	,458	-2,328	1,055
	3	-1,891*	,9555	,050	-3,783	,000
2	1	,637	,8548	,458	-1,055	2,328
	3	-1,255	,9224	,176	-3,081	,571
3	1	1,891*	,9555	,050	,000	3,783
	2	1,255	,9224	,176	-,571	3,081

*. The mean difference is significant at the .05 level.

6.3 *Test results for hypothesis 2.*

Overall test for whole sample (N=127), excluding those respondents for whom no results from newspapers can be attributed.

Oneway

Descriptives

		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
LPICHVIS	1	43	43,74	5,319	,811	42,11	45,38	31	58
	2	51	43,63	5,550	,777	42,07	45,19	33	56
	3	33	43,58	5,545	,965	41,61	45,54	33	53
	Total	127	43,65	5,428	,482	42,70	44,61	31	58
LPICLMD	1	43	47,23	4,545	,693	45,83	48,63	37	56
	2	51	47,51	4,632	,649	46,21	48,81	36	55
	3	33	47,24	4,228	,736	45,74	48,74	36	55
	Total	127	47,35	4,467	,396	46,56	48,13	36	56
LPIENC	1	43	21,23	3,100	,473	20,28	22,19	15	30
	2	51	22,45	3,337	,467	21,51	23,39	14	28
	3	33	22,06	3,211	,559	20,92	23,20	15	28
	Total	127	21,94	3,243	,288	21,37	22,51	14	30

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
LPICHVIS	Between Groups	,588	2	,294	,010	,990
	Within Groups	3712,168	124	29,937		
	Total	3712,756	126			
LPICLMD	Between Groups	2,276	2	1,138	,056	,945
	Within Groups	2512,480	124	20,262		
	Total	2514,756	126			
LPIENC	Between Groups	35,315	2	17,658	1,697	,187
	Within Groups	1290,181	124	10,405		
	Total	1325,496	126			

Post Hoc Tests

Multiple Comparisons

LSD

Dependent Variable	(I) PERFLVL	(J) PERFLVL	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval Lower Bound	95% Confidence Interval Upper Bound
LPICHVIS	1	2	,12	1,133	,918	-2,13	2,36
		3	,17	1,266	,894	-2,34	2,67
	2	1	-,12	1,133	,918	-2,36	2,13
		3	,05	1,222	,966	-2,37	2,47
	3	1	-,17	1,266	,894	-2,67	2,34
		2	-,05	1,222	,966	-2,47	2,37
LPICLMD	1	2	-,28	,932	,767	-2,12	1,57
		3	-,01	1,042	,992	-2,07	2,05
	2	1	,28	,932	,767	-1,57	2,12
		3	,27	1,006	,791	-1,72	2,26
	3	1	,01	1,042	,992	-2,05	2,07
		2	-,27	1,006	,791	-2,26	1,72
LPIENC	1	2	-1,22	,668	,070	-2,54	,10
		3	-,83	,747	,269	-2,31	,65
	2	1	1,22	,668	,070	-,10	2,54
		3	,39	,721	,589	-1,04	1,82
	3	1	,83	,747	,269	-,65	2,31
		2	-,39	,721	,589	-1,82	1,04

Test results using the PERFACTO variable (regrouped in 3 levels into the variable Perfact2

Multiple Comparisons

LSD

Dependent Variable	(I) Perfact2	(J) Perfact2	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval Lower Bound	95% Confidence Interval Upper Bound
LPICHVIS	1	2	,02	1,107	,983	-2,17	2,22
		3	1,18	1,340	,379	-1,47	3,84
	2	1	-,02	1,107	,983	-2,22	2,17
		3	1,16	1,461	,429	-1,73	4,05
	3	1	-1,18	1,340	,379	-3,84	1,47
		2	-1,16	1,461	,429	-4,05	1,73
LPICLMD	1	2	,82	,911	,372	-,99	2,62
		3	-,22	1,102	,842	-2,40	1,96
	2	1	-,82	,911	,372	-2,62	,99
		3	-1,04	1,201	,390	-3,41	1,34
	3	1	,22	1,102	,842	-1,96	2,40
		2	1,04	1,201	,390	-1,34	3,41
LPIENC	1	2	-1,29	,654	,052	-2,58	,01
		3	-,43	,791	,586	-2,00	1,13
	2	1	1,29	,654	,052	-,01	2,58
		3	,85	,863	,324	-,85	2,56
	3	1	,43	,791	,586	-1,13	2,00
		2	-,85	,863	,324	-2,56	,85

6.4 Test results for hypothesis 3.

T-Test

Group Statistics

	LMOD	N	Mean	Std. Deviation	Std. Error Mean
RESLVL	1	42	1,67	1,203	,186
	2	83	1,76	1,031	,113
PERFORM	1	42	3,31	1,423	,220
	2	83	3,24	1,551	,170
PERFLVL	1	42	1,98	,749	,116
	2	83	1,89	,797	,087
PERFACTO	1	42	,0481490	,89072997	,13744262
	2	83	-,0228522	1,06680298	,11709684

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
RESLVL	Equal variances assumed	3,934	,050	-,447	123	,656	-,09	,207	-,501	,317
	Equal variances not assumed			-,425	72,164	,672	-,09	,217	-,526	,341
PERFORM	Equal variances assumed	,905	,343	,240	123	,811	,07	,286	-,497	,634
	Equal variances not assumed			,247	89,031	,806	,07	,278	-,483	,620
PERFLVL	Equal variances assumed	1,598	,209	,572	123	,568	,08	,148	-,208	,377
	Equal variances not assumed			,584	87,134	,561	,08	,145	-,203	,373
PERFACTO	Equal variances assumed	,975	,325	,371	123	,712	,0710012	,19154337	-,308147	,45014956
	Equal variances not assumed			,393	96,658	,695	,0710012	,18056064	-,287378	,42938007

6.5 Test results for hypothesis 4.

T-Test

Group Statistics

	COUNTRY	N	Mean	Std. Deviation	Std. Error Mean
LPICHVIS	Norway	79	43,22	5,685	,640
	Sweden	68	44,50	5,068	,615
LPICLMD	Norway	79	47,28	4,599	,517
	Sweden	68	47,81	4,351	,528
LPIENC	Norway	79	22,18	3,407	,383
	Sweden	68	21,93	2,994	,363

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
LPICHVIS	Equal variances assumed	2,516	,115	-1,436	145	,153	-1,28	,895	-3,053	,484
	Equal variances not assumed			-1,448	144,812	,150	-1,28	,887	-3,038	,468
LPICLMD	Equal variances assumed	,321	,572	-,715	145	,476	-,53	,742	-1,997	,936
	Equal variances not assumed			-,718	143,684	,474	-,53	,739	-1,991	,930
LPIENC	Equal variances assumed	2,166	,143	,470	145	,639	,25	,533	-,803	1,304
	Equal variances not assumed			,475	144,932	,636	,25	,528	-,793	1,294

6.6 Test results for hypothesis 5.

Code 1= Editor and 2= Manager

T-Test

Group Statistics

	SECTION	N	Mean	Std. Deviation	Std. Error Mean
LPICHVIS	1	31	44,61	5,875	1,055
	2	67	43,10	5,269	,644
LPICLMD	1	31	47,45	4,508	,810
	2	67	47,16	4,611	,563
LPIENC	1	31	22,48	2,850	,512
	2	67	21,63	3,626	,443

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
									95% Confidence Interval of the Difference	
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
LPICHVIS	Equal variances assumed	,418	,519	1,271	96	,207	1,51	1,187	-,848	3,865
	Equal variances not assumed			1,220	53,141	,228	1,51	1,236	-,970	3,987
LPICLMD	Equal variances assumed	,261	,610	,289	96	,773	,29	,995	-1,687	2,262
	Equal variances not assumed			,291	59,712	,772	,29	,986	-1,686	2,261
LPIENC	Equal variances assumed	1,534	,219	1,160	96	,249	,86	,739	-,610	2,324
	Equal variances not assumed			1,266	73,109	,210	,86	,677	-,492	2,206

6.7 Test results for hypothesis 6.

Correlations

Correlations

		LPICHVIS	LPICLMD	LPIENC	ROBUST
LPICHVIS	Pearson Correlation	1	,485**	,471**	,180*
	Sig. (2-tailed)	.	,000	,000	,029
	N	147	147	147	147
LPICLMD	Pearson Correlation	,485**	1	,580**	,304**
	Sig. (2-tailed)	,000	.	,000	,000
	N	147	147	147	147
LPIENC	Pearson Correlation	,471**	,580**	1	,206*
	Sig. (2-tailed)	,000	,000	.	,012
	N	147	147	147	147
ROBUST	Pearson Correlation	,180*	,304**	,206*	1
	Sig. (2-tailed)	,029	,000	,012	.
	N	147	147	147	147

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

6.8 *Appendix B: The LPI Questionnaire in English*

Below are thirty descriptive statements about various leadership behaviours and activities. Then look at the rating scale below and decide how frequently you engage in the behaviour described.

Here is the rating scale to be used:

1 = Rarely or very seldom
2= Once in a while
3= Sometimes
4= Fairly often
5= Very frequently or almost always

In selecting the response, please be realistic about the extent to which you actually engage in the behaviour. Do not answer in terms of how you would like to see yourself or in terms of what you should be doing in an ideal world.

Circle the appropriate number on the scale: **1 2 3 4 5**

1. I seek out challenging opportunities that test my own skills and abilities.
2. I talk about future trends that will influence how our work gets done.
3. I develop cooperative relationships among the people I work with.
4. I set a personal example of what I expect from others.
5. I praise people for a job well done.
6. I challenge people to try out new and innovative approaches to their work.
7. I describe a compelling image of what our future could be like.
8. I actively listen to diverse points of view.
9. I spend time and energy on making certain that the people I work with adhere to the principles and standards that we have agreed on.
10. I make it a point to let people know about my confidence in their abilities.
11. I search outside the formal boundaries of my organization for innovative ways to improve what we do.
12. I appeal to others to share an exciting dream of the future.
13. I treat others with dignity and respect.
14. I follow through on the promises and commitments that I make.
15. I make sure that people are creatively rewarded for their contributions to the success of our projects.
16. I ask 'What can we learn?" when things do not go as expected.
17. I show others how their long-term interests can be realized by enlisting in a common vision.
18. I support the decisions that people make on their own.
19. I am clear about my philosophy of leadership.
20. I publicly recognize people who exemplify commitment to shared values.
21. I experiment and take risks even when there is a chance of failure.
22. I am contagiously enthusiastic and positive about future possibilities.

23. I give people a great deal of freedom and choice in deciding how to do their work.
24. I make certain that we set achievable goals, make concrete plans, and establish measurable milestones for the projects and programs that we work on.
25. I find ways to celebrate accomplishments.
26. I take the initiative to overcome obstacles even when outcomes are uncertain.
27. I speak with genuine conviction about the higher meaning and purpose of our work.
28. I ensure that people grow in their jobs by learning new skills and developing themselves.
29. I make progress toward goals one step at a time.
30. I give the members of the team lots of appreciation and support for their contributions.

6.9 Appendix C: Questionnaire for leadership LPI

6.9.1 Norwegian version

På de neste sidene finner du 30 beskrivende påstander om ulike lederaktiviteter og handlinger. Les hver påstand nøye og gi deg selv en vurdering for hvor ofte du engasjerer deg i denne handlemåte. Du har fem valg:

1= Sjelden eller nesten aldri
2= En gang i blant
3= Noen ganger
4= Ganske ofte
5= Svært ofte eller nesten alltid.

Når du svarer må du være realistisk om hvor ofte du faktisk er engasjert i hver av disse handlinger – ikke ut fra hvordan du tror det bør være, men ærlig og redelig for hvordan det er nå:

Markér tydelig det svaret som passer deg best:

#	*I hvilken grad er du engasjert i følgende handlinger som leder:*	1= Sjelden eller nesten aldri 2= En gang i blant 3= Noen ganger 4= Ganske ofte 5= Svært ofte eller nesten alltid
1.	Jeg søker utfordringer og muligheter, og utfordrer mine evner og ferdigheter.	1 2 3 4 5
2.	Jeg snakker om trender som vil påvirke vårt arbeid framover	1 2 3 4 5
3.	Jeg utvikler gode samarbeidsrelasjoner med de jeg jobber sammen med.	1 2 3 4 5
4.	Jeg er selv et eksempel på hva jeg forventer av andre.	1 2 3 4 5
5.	Jeg roser kolleger og medarbeidere for godt utført arbeid.	1 2 3 4 5
6.	Jeg utfordrer kolleger og medarbeidere til å prøve nye og innovative måter å utføre arbeidet på.	1 2 3 4 5
7.	Jeg beskriver interessante bilder av hvordan vår fremtid kan se ut.	1 2 3 4 5
8.	Jeg lytter aktivt til alternative synspunkter	1 2 3 4 5
9.	Jeg bruker tid og energi på å forsikre meg om at medarbeideres handlinger er i tråd med de mål og verdier som vi er enige om.	1 2 3 4 5
10.	Jeg viser overfor medarbeidere at jeg har tro på deres dyktighet og evner.	1 2 3 4 5
11.	Jeg ser ut over organisasjonen etter ideer og metoder til forbedringer av vårt arbeid.	1 2 3 4 5
12.	Jeg appellerer til andre medarbeidere min drøm om våre framtidsmuligheter.	1 2 3 4 5

#	*I hvilken grad er du engasjert i følgende handlinger som leder:*	1= Sjelden eller nesten aldri 2= En gang i blant 3= Noen ganger 4= Ganske ofte 5= Svært ofte eller nesten alltid
13.	Jeg behandler medarbeidere og kolleger med verdighet og respekt.	1 2 3 4 5
14.	Jeg følger opp og holder løfter og inngåtte avtaler.	1 2 3 4 5
15.	Jeg forsikrer meg om at medarbeidere blir kreativt belønnet for bidrag til vellykkede prosjekter.	1 2 3 4 5
16.	Jeg spør: "Hva kan vi lære av dette?" når saker og ting ikke går som forventet.	1 2 3 4 5
17.	Jeg viser medarbeidere hvordan det er i deres langsiktige interesse at vi arbeider mot samme visjon og mål	1 2 3 4 5
18.	Jeg støtter beslutninger som medarbeidere gjør på egen hånd.	1 2 3 4 5
19.	Jeg uttrykker klart hva det betyr å gjøre sitt beste.	1 2 3 4 5
20.	Jeg roser og fremhever medarbeidere som viser engasjement i forhold til felles mål og verdier.	1 2 3 4 5
21.	Jeg eksperimenterer og tar risker med nye arbeidsmetoder – selv om det finnes en mulighet for å mislykkes.	1 2 3 4 5
22.	Jeg er entusiastisk, optimistisk og positiv med hensyn til fremtidige muligheter	1 2 3 4 5
23.	Jeg gir medarbeidere frihet og valgmuligheter i beslutninger om hvordan aktiviteter eller jobber skal utføres.	1 2 3 4 5
24.	Jeg forsikrer meg om at oppåelige mål, planer og milepæler blir satt for prosjekter og arbeidsoppgaver.	1 2 3 4 5
25.	Jeg finner måter å feire hendelser og milepæler på	1 2 3 4 5
26.	Jeg tar initiativ til å overkomme hindringer og vanskeligheter, selv når utfallet er usikkert.	1 2 3 4 5
27.	Jeg snakker med overbevisning og troverdighet om den overordnede meningen og hensikten med arbeidet.	1 2 3 4 5
28.	Jeg spiller en aktiv rolle med hensyn til å hjelpe medarbeidere til å lære seg nytt og utvikle seg i jobben.	1 2 3 4 5
29.	Jeg deler opp prosjekter og oppgaver i håndterbare trinn – steg for steg mot målet.	1 2 3 4 5
30.	Jeg er raus med hensyn til å støtte og verdsette teammedlemmers innsats og bidrag..	1 2 3 4 5

6.9.2 Swedish version

På de nästa sidorna hittar du trettio beskrivande påståenden om olika ledaraktiviteter och beteenden. Läsa varje påstående noggrant och ge dig själv ett betyg för hur ofta du är engagerat i den ledarpraktik som är givet. Du har fem möjliga val:

1= Sällan eller nästan aldrig
2=En gång i bland
3= Någon gång
4= Ganska ofta
5= Mycket ofta eller nästan alltid

När du svarar måste du vara realistisk om hur du faktiskt er engagerat i varje praktik. Svara inte på hur en ledare är i en idealisk värld, men svara från en synvinkel om hur du är i praktiken.

Markera tydligt det svaret som passar dig bäst:

#	*Till vilken grad är du engagerat i följande praktik som ledare*	*1= Sällan eller nästan aldrig 2=En gång i bland 3= Någon gång 4= Ganska ofta 5= Mycket ofta eller nästan alltid*
1.	Jag gillar att testa min förmåga, och söker upp nya utmaningar och möjligheter.	1 2 3 4 5
2.	Jag talar mycket om trender som vill påverka vårt sätt att arbeta i framtiden	1 2 3 4 5
3.	Jag utvecklar goda relationer i samarbete med andra	1 2 3 4 5
4.	Jag sätter personligen ett exempel för vad jag förväntar av andra	1 2 3 4 5
5.	Jag ger medarbetare beröm för bra jobb.	1 2 3 4 5
6.	Jag uppmanar andra att söka nya och innovativa sätt att göra sitt jobb.	1 2 3 4 5
7.	Jag beskriver intressanta bilder av hur vår framtid kan se ut	1 2 3 4 5
8.	Jag lyssnar aktivt på alternativa synpunkter	1 2 3 4 5
9.	Jag använder tid och energi på att se till att mina medarbetare arbetar i samklang med de mål och värderingar som vi är eniga om.	1 2 3 4 5
10.	Jag visar medarbetare att jag litar på deras förmåga och kompetens	1 2 3 4 5
11.	Jag ser utanför vår egen organization efter nya och innovativa sätt att förbättra vårt arbete.	1 2 3 4 5
12.	Jag uppmanar andra till att dela med mig en positiv framtidsprognos (framtidsutsikt)	1 2 3 4 5
13.	Jag behandlar andra med värdighet och respekt	1 2 3 4 5
14.	Jag följer upp och håller de löften och avtal som jag har slutat.	1 2 3 4 5

#	*Till vilken grad är du engagerat i följande praktik som ledare*	*1= Sällan eller nästan aldrig 2=En gång i bland 3= Någon gång 4= Ganska ofta 5= Mycket ofta eller nästan alltid*
15.	Jag ser till att andra blir kreativt belönade för sina bidrag till lyckade projekt.	1 2 3 4 5
16.	Jag frågar: "Vad kan vi lära av det här?" när saker inte går som förväntat.	1 2 3 4 5
17.	Jag visar andra hur deras långsiktiga intressen kan realiseras genom att vi arbetar tillsammans mot samma mål..	1 2 3 4 5
18.	Jag ger stöd till beslut som andra gör på egen hand	1 2 3 4 5
19.	Jag uttrycker klart för andra vad det betyder att göra sitt bästa	1 2 3 4 5
20.	Jag ger beröm och lyftar fram medarbetare som går före med goda exempel i förhållande till mål och värderingar.	1 2 3 4 5
21.	Jag experimenterar och tar någon risk med nya sätt att arbeta, även om det är en möjlighet att misslyckas	1 2 3 4 5
22.	Jag är entusiastisk, optimistisk och positiv om våra framtida möjligheter	1 2 3 4 5
23.	Jag ger folk stor frihet och valmöjlighet i att fatta egna beslut	1 2 3 4 5
24.	Jag ser till att mål, planer och milstolpar utvecklas för projekt och arbetsuppgifter.	1 2 3 4 5
25.	Jag hittar sätt att fira händelser och milstolpar	1 2 3 4 5
26.	Jag tar initiativ till att komma över hinder och svårigheter även om utfallet kan vara osäkert.	1 2 3 4 5
27.	Jag talar övertygande och trovärdigt om meningen med arbetet.	1 2 3 4 5
28.	Jag ser till att folk får utvecklas och växa i jobbet och utveckla sin kompetens.	1 2 3 4 5
29.	Jag delar upp projekt och arbetsuppgifter i hanterbara steg – i riktning mot målet.	1 2 3 4 5
30.	Jag ger mycket beröm och stöd medlemmar av olika team för deras insatser och bidrag.	1 2 3 4 5

6.10 Appendix D: Variables for environment

The following variables were selected for the environmental scanning. They are based on Kuvaas (1998), Lindgren (2000), Jennings and Lumpkin (1992) and Hagen and Amin (1992). The wording has been adjusted to the requirements of the newspaper industry.

To what extent do you believe that the newspaper has:

	To a lesser extent ----- to a great extent
Formal procedures for the evaluation of the newspapers readers	1 2 3 4 5
Formal procedures for the evaluation of the newspapers advertisers	1 2 3 4 5
Formalised evaluation and scanning of the competitive environment	1 2 3 4 5
Formalised evaluation of new production methods and technology	1 2 3 4 5
Formal systems for results comparison with other newspapers	1 2 3 4 5
Complexity and uncertainty in the environment	1 2 3 4 5
Owners that demand results	1 2 3 4 5

6.11 Appendix E: Variables for strategic perspective

The other variables are the subjective ones for strategic perspective. These are based on the literature review, (Kuvaas 1998; Lindgren 2000) as well as focus group development. The initial list of performance variables were:

Variable list
Long lasting strategy
Participative planning process
Objectives easy to communicate
Product development
The brand of the newspaper
Speed of implementation
The ability to change quickly

And the questions were developed as follows:

Questions	To a lesser extent ----- to a great extent
We have developed a strategy that guide us into the future	1 2 3 4 5
We have a participative planning process	1 2 3 4 5
Our objectives are easy to communicate throughout the organization	1 2 3 4 5
We have a continuous and formal process of product development	1 2 3 4 5
We monitor the brand value of the newspaper	1 2 3 4 5
When we make decisions we emphasize the speed of implementation	1 2 3 4 5
We believe we have the ability to change quickly	1 2 3 4 5
Our overall performance is better than other newspapers in similar market situations	1 2 3 4 5

The items have been discussed with reference groups and the wording of the questions are adapted to the industry.

6.12 Appendix F: Variables for performance

6.12.1 Objective variables

The variables for performance are divided into two parts. The first ones are the objective measures that are obtained through the newspaper statistics for circulation, market share and financial statements.

They are shown in the following table:

Variable	1996	2001
Circulation volume		
Profit/financial result		
Total turnover		

These variables are obtained from the Norwegian and Swedish Publishers Association. Then variables of change from 1996 to 2001 will be calculated.

6.12.2 Subjective variables - Organizational robustness

Robustness can be defined as a company's ability to adapt to changes in the business environment. Please assess your newspapers robustness to changes in the competitive landscape compared to other newspapers in the same market situation and stage of development. The theoretical foundation for these items are found mainly with (Kuvaas 1998; Lindgren 2000).

Variables	Highly vulnerable Highly robust
Long term goals and strategies	1 2 3 4 5
Changes in business cycle	1 2 3 4 5
Organizational structure	1 2 3 4 5
Financial platform (solidity)	1 2 3 4 5
Products and services	1 2 3 4 5
Competence and knowledge base	1 2 3 4 5

6.12.3 Moderating or supporting/grouping variables

In addition to the above variables there are some variables that serve as moderating or grouping variables. These are variables that support the testing of the hypotheses and to control and monitor the quality of the responses..

These variables are:

Number of employees in newspaper
Single manager or dual manager newspaper (single/dual-model)
Ownership group (i.e. Schibsted, Bonnier, Orkla or independent)
Respondent variables: Age Sex Education level (university studies or degree) Years in newspaper Years in the industry Manager of more than one newspaper

6.13 Complete questionnaire in Norwegian

6.13.1 Cover letter in Norwegian

Lederskap: Hvorfor er noen aviser bedre enn andre?

Avisbransjen er som andre bransjer preget av forandringer og tilpasninger på kontinuerlig basis. Og noen aviser ser ut til å klare seg bedre enn andre. Er det på grunn av lav konkurranse og monopolsituasjon, flaks, konjunkturer, systematikk eller kompetanse – eller en blanding av alt dette?

Mitt forskningsprosjekt med sikte på doktorgrad innenfor avisledelse forsøker å bringe kunnskap inn på hvilke forhold innenfor ledelse som ser ut til å bringe de beste resultater over tid. Jeg vil studere sammenhengen mellom ulike aktiviteter som ledere gjør og deres syn på avisen og omgivelsene – og så holde dette opp mot ulike kriterier for suksess – både økonomiske og ikke-økonomiske.

Denne undersøkelsen går ut til et stort antall redaksjonelle og administrative ledere i norske og svenske aviser. På den måten får jeg muligheten også til å se om det finnes systematiske forskjeller mellom norske og svenske aviser – som man kan dra lærdom av.

Kunnskap om ledelse i aviser er mangelvare. Det finnes nesten ingen systematisk forskning på dette området noe sted i verden. Denne doktoravhandlingen skal forsøke å gi et lite bidrag til forståelsen av hva som har betydning innenfor avisledelse (eller ledelse av mediebedrifter).

Adressene i denne utsendelsen er delvis hentet fra eget adressearkiv og dessuten fra Mediebedriftenes Landsforening. Om du ikke ønsker å delta i undersøkelsen kan du returnere en mail med svar om at du ikke ønsker å delta. Da slipper du purrerunden. Dersom du synes at andre i avisen også bør delta i undersøkelsen står du fritt til å distribuere spørreskjemaet videre til andre i avisen som har lederansvar.

Første skritt er at du tar de ca 5-6 minuttene det tar å fylle ut vedlagte spørreskjema.

Alle som svarer vil få som svarpremie en musikk-CD med jazz og blues. Og alle vil også få en pdf av doktoravhandlingen når den blir klar.

Spørreskjemaet foreligger i to versjoner – du kan enten svare direkte i word-dokumentet, spare det ned på harddisken og returnere til meg, eller du kan printe det ut og sende det tilbake på fax. Faxnummeret er 32 82 80 03. Det finnes også en pdf-fil med spørreskjemaet på dersom du får problemer med Word-varianten.

Og selvfølgelig gjennomføres undersøkelsen 100% konfidensielt i forhold til enkeltpersoner og identifiserbare avisgrupper.

Med vennlig hilsen og på forhånd takk
Erik Wilberg

Svarfrist 1.8.2002

6.13.2 Spørreskjema om lederskap i aviser

Del 1: Lederaktiviteter.

På de neste sidene finner du 30 beskrivende påstander om ulike lederaktiviteter og handlinger. Les hver påstand nøye og gi deg selv en vurdering for hvor ofte du engasjerer deg i denne handlemåte. Du har fem valg:

1= Sjelden eller nesten aldri
2= En gang i blant
3= Noen ganger
4= Ganske ofte
5= Svært ofte eller nesten alltid.

Når du svarer må du være realistisk om hvor ofte du faktisk er engasjert i hver av disse handlinger – ikke ut fra hvordan du tror det bør være, men ærlig og redelig for hvordan det er nå:

Markér tydelig det svaret som passer deg best:

#	*I hvilken grad er du engasjert i følgende handlinger som leder:*	1= Sjelden eller nesten aldri 2= En gang i blant 3= Noen ganger 4= Ganske ofte 5= Svært ofte eller nesten alltid
1.	Jeg søker utfordringer og muligheter, og utfordrer mine evner og ferdigheter.	1 2 3 4 5
2.	Jeg snakker om trender som vil påvirke vårt arbeid framover	1 2 3 4 5
3.	Jeg utvikler gode samarbeidsrelasjoner med de jeg jobber sammen med.	1 2 3 4 5
4.	Jeg er selv et eksempel på hva jeg forventer av andre.	1 2 3 4 5
5.	Jeg roser kolleger og medarbeidere for godt utført arbeid.	1 2 3 4 5
6.	Jeg utfordrer kolleger og medarbeidere til å prøve nye og innovative måter å utføre arbeidet på.	1 2 3 4 5
7.	Jeg beskriver interessante bilder av hvordan vår fremtid kan se ut.	1 2 3 4 5
8.	Jeg lytter aktivt til alternative synspunkter	1 2 3 4 5
9.	Jeg bruker tid og energi på å forsikre meg om at medarbeideres handlinger er i tråd med de mål og verdier som vi er enige om.	1 2 3 4 5
10.	Jeg viser overfor medarbeidere at jeg har tro på deres dyktighet og evner.	1 2 3 4 5

#	*I hvilken grad er du engasjert i følgende handlinger som leder:*	1= Sjelden eller nesten aldri 2= En gang i blant 3= Noen ganger 4= Ganske ofte 5= Svært ofte eller nesten alltid
11.	Jeg ser ut over organisasjonen etter ideer og metoder til forbedringer av vårt arbeid.	1 2 3 4 5
12.	Jeg appellerer til andre medarbeidere min drøm om våre framtidsmuligheter.	1 2 3 4 5
13.	Jeg behandler medarbeidere og kolleger med verdighet og respekt.	1 2 3 4 5
14.	Jeg følger opp og holder løfter og inngåtte avtaler.	1 2 3 4 5
15.	Jeg forsikrer meg om at medarbeidere blir kreativt belønnet for bidrag til vellykkede prosjekter.	1 2 3 4 5
16.	Jeg spør: "Hva kan vi lære av dette?" når saker og ting ikke går som forventet.	1 2 3 4 5
17.	Jeg viser medarbeidere hvordan det er i deres langsiktige interesse at vi arbeider mot samme visjon og mål	1 2 3 4 5
18.	Jeg støtter beslutninger som medarbeidere gjør på egen hånd.	1 2 3 4 5
19.	Jeg uttrykker klart hva det betyr å gjøre sitt beste.	1 2 3 4 5
20.	Jeg roser og fremhever medarbeidere som viser engasjement i forhold til felles mål og verdier.	1 2 3 4 5
21.	Jeg eksperimenterer og tar risker med nye arbeidsmetoder – selv om det finnes en mulighet for å mislykkes.	1 2 3 4 5
22.	Jeg er entusiastisk, optimistisk og positiv med hensyn til fremtidige muligheter	1 2 3 4 5
23.	Jeg gir medarbeidere frihet og valgmuligheter i beslutninger om hvordan aktiviteter eller jobber skal utføres.	1 2 3 4 5
24.	Jeg forsikrer meg om at oppåelige mål, planer og milepæler blir satt for prosjekter og arbeidsoppgaver.	1 2 3 4 5
25.	Jeg finner måter å feire hendelser og milepæler på	1 2 3 4 5
26.	Jeg tar initiativ til å overkomme hindringer og vanskeligheter, selv når utfallet er usikkert.	1 2 3 4 5
27.	Jeg snakker med overbevisning og troverdighet om den overordnede meningen og hensikten med arbeidet.	1 2 3 4 5
28.	Jeg spiller en aktiv rolle med hensyn til å hjelpe medarbeidere til å lære seg nytt og utvikle seg i jobben.	1 2 3 4 5
29.	Jeg deler opp prosjekter og oppgaver i håndterbare trinn – steg for steg mot målet.	1 2 3 4 5
30.	Jeg er raus med hensyn til å støtte og verdsette teammedlemmers innsats og bidrag..	1 2 3 4 5

Del 2: Avisens omgivelser

I hvilken grad passer følgende utsagn på din avis	1=I liten grad 5= I stor grad
Vi har formelle og systematiske rutiner for å vurdere lesernes syn på og krav til avisen	1 2 3 4 5
Vi har formelle og systematiske rutiner for å vurdere annonsørenes syn på og krav til avisen	1 2 3 4 5
Vi har formelle rutiner for å overvåke konkurransen på våre leser- og annonsørmarkeder	1 2 3 4 5
Vi har formelle rutiner for å søke etter nye produksjonsmetoder og ny teknologi	1 2 3 4 5
Vi sammenlikner resultater systematisk med andre aviser	1 2 3 4 5
Vi opplever at våre omgivelser er preget av kompleksitet og usikkerhet	1 2 3 4 5
Våre eiere stiller krav til oss om resultater	1 2 3 4 5

Del 3: Strategisk perspektiv og robusthet

I hvilken grad er forholdene som er nevnt nedenfor gjeldende for din avis?

Strategier og forandringer	1=I liten grad 5=I stor grad
Vi har en klar strategi (nedskrevet) for framtiden	1 2 3 4 5
Vi har en planleggingprosess som medarbeidere deltar aktivt i	1 2 3 4 5
Vi er dyktige på å kommunisere mål og strategier ut i avdelingene	1 2 3 4 5
Vi arbeider systematisk med produktutvikling	1 2 3 4 5
Vi arbeider systematisk med avisen som merkevare	1 2 3 4 5
Vi legger vekt på at vedtatte forandringer skal gjennomføres raskt	1 2 3 4 5
Vi mener vi har evnen til å reagere raskt på endringer i omgivelsene	1 2 3 4 5
Vår avis drives bedre enn andre aviser i tilsvarende markedssituasjon	1 2 3 4 5
Vi har en positiv og samarbeidsorientert bedriftskultur	1 2 3 4 5
Vi arbeider aktivt over avdelingsgrensene	1 2 3 4 5

Robusthet kan definers som avisens evne til å tilpasse seg til kravene i næringslivet og omgivelsene. Hvor robust anser du at avisen er overfor forandringer i konkurranseforholdene i forhold til andre aviser i tilsvarende markedssituasjon eller utviklingstrinn:

Område	1=Svært sårbar 5= Svært robust
Kvaliteten i våre langsiktige mål og strategier	1 2 3 4 5
Forandringer i konjunkturene	1 2 3 4 5
Organisasjonens struktur (måten avisen er organisert på)	1 2 3 4 5
Økonomisk bæreevne (soliditet)	1 2 3 4 5
Avisen som produkt for lesere og annonsører	1 2 3 4 5
Kompetanse	1 2 3 4 5

Bakgrunnsopplysninger

Antall ansatte i organisasjonen ved utgangen av 2001:__________

Ledermodell:

Enledermodell ( )
Toledermodell ( )
Hybridmodell ( ) f.eks. enledermodell med viseadministrerende dir.

Konserntilhørighet/Eierforhold (ikke nødvendigvis majoritet men "vesentlig innflytelse".)

Privat eiet ( )
Konserneiet ( )
Stiftelse ( )
Annet ( )

Du som svarer på dette skjemaet:

Navn: ______________________________ (Nødvendig om du vil ha svarpremie).

Avis/selskap____

Kjønn: Mann ( ) Kvinne ( )

Alder: Under 30 ( ) 31-40 ( ), 41-50 ( ), 51-59 ( ), 60+ ( )

Høyeste utdanning:
Gymnas ( )
Kortere universitetsutdanning (1-3 år) ( )
Lengre universitetsutdanning (Mer enn 3 år) ( )
Annen utdanning ( )

Antall år i avisen:_____________ Antall år i avisbransjen: ___________

Arbeidsområde: Redaksjonelt ( ) Administrativt ( ) Blandet ( ) I konsernstab ( )

Er du leder for mer enn en avis eller et selskap: Ja ( ) Nei ( )

Epostadresse:____________________________________

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6.14 Appendix G: Regression and structural equation model parameter tables

6.14.1 Model 1 – Multiple regression model

Partial printout model 1
Your model contains the following variables

PERFACTO	observed	endogenous
ROBUST	observed	endogenous
OMGFORM	observed	exogenous
STRATPER	observed	exogenous
LPICHVIS	observed	exogenous
LPICLMD	observed	exogenous
LPIENC	observed	exogenous
E1	unobserved	exogenous
E2	unobserved	exogenous

Number of variables in your model:	9
Number of observed variables:	7
Number of unobserved variables:	2
Number of exogenous variables:	7
Number of endogenous variables:	2

Regression Weights

			Estimate	S.E.	C.R.	P
ROBUST	<--	OMGFORM	0,049	0,068	0,717	0,473
ROBUST	<--	STRATPER	0,264	0,064	4,109	0
ROBUST	<--	LPICHVIS	-0,033	0,052	-0,632	0,528
ROBUST	<--	LPICLMD	0,104	0,066	1,568	0,117
ROBUST	<--	LPIENC	0,056	0,094	0,593	0,553
PERFACTO	<--	ROBUST	0,149	0,029	5,142	0
PERFACTO	<--	LPICHVIS	-0,051	0,017	-3,039	0,002
PERFACTO	<--	LPICLMD	-0,023	0,022	-1,072	0,284
PERFACTO	<--	LPIENC	0,012	0,031	0,402	0,687
PERFACTO	<--	STRATPER	0,033	0,022	1,478	0,139
PERFACTO	<--	OMGFORM	0,003	0,022	0,114	0,909

Standardized Regression Weights

			Estimate
ROBUST	<--	OMGFORM	0,062
ROBUST	<--	STRATPER	0,368
ROBUST	<--	LPICHVIS	-0,06
ROBUST	<--	LPICLMD	0,156
ROBUST	<--	LPIENC	0,061
PERFACTO	<--	ROBUST	0,444
PERFACTO	<--	LPICHVIS	-0,278
PERFACTO	<--	LPICLMD	-0,105
PERFACTO	<--	LPIENC	0,04
PERFACTO	<--	STRATPER	0,137
PERFACTO	<--	OMGFORM	0,01

Means

	Estimate	S.E.	C.R.	P
OMGFORM	16,378	0,333	49,136	0
STRATPER	29,189	0,369	79,055	0
LPICHVIS	43,654	0,482	90,627	0
LPICLMD	47,346	0,396	119,434	0
LPIENC	21,937	0,288	76,221	0

Intercepts

	Estimate	S.E.	C.R.	P
ROBUST	8,222	2,719	3,024	0,002
PERFACTO	-1,119	0,916	-1,222	0,222

Covariances

			Estimate	S.E.	C.R.	P
LPICHVIS	<-->	LPICLMD	10,915	2,354	4,638	0
LPICHVIS	<-->	LPIENC	8,254	1,721	4,796	0
LPICLMD	<-->	LPIENC	8,345	1,481	5,635	0
OMGFORM	<-->	STRATPER	5,425	1,464	3,707	0
STRATPER	<-->	LPICHVIS	7,569	2,107	3,592	0
STRATPER	<-->	LPICLMD	6,186	1,733	3,57	0
STRATPER	<-->	LPIENC	5,24	1,281	4,091	0
OMGFORM	<-->	LPICHVIS	6,564	1,895	3,464	0,001
OMGFORM	<-->	LPICLMD	3,57	1,517	2,353	0,019
OMGFORM	<-->	LPIENC	3,362	1,118	3,008	0,003

Correlations

			Estimate
LPICHVIS	<-->	LPICLMD	0,454
LPICHVIS	<-->	LPIENC	0,473
LPICLMD	<-->	LPIENC	0,58
OMGFORM	<-->	STRATPER	0,35
STRATPER	<-->	LPICHVIS	0,338
STRATPER	<-->	LPICLMD	0,335
STRATPER	<-->	LPIENC	0,391
OMGFORM	<-->	LPICHVIS	0,324
OMGFORM	<-->	LPICLMD	0,214
OMGFORM	<-->	LPIENC	0,278

Variances

	Estimate	S.E.	C.R.	P
OMGFORM	13,999	1,764	7,937	0
STRATPER	17,177	2,164	7,937	0
LPICHVIS	29,234	3,683	7,937	0
LPICLMD	19,801	2,495	7,937	0
LPIENC	10,437	1,315	7,937	0
E1	6,779	0,854	7,937	0
E2	0,717	0,09	7,937	0

Squared Multiple Correlations

	Estimate
ROBUST	0,231
PERFACTO	0,277

Fit Measures

Fit Measure	Default model	Saturated	Independence	Macro
Discrepancy	0	0	3201,249	CMIN
Degrees of freedom	0	0	28	DF
P			0	P
Number of parameters	35	35	7	NPAR
Discrepancy / df			114,33	CMINDF
RMR				RMR
GFI				GFI
Adjusted GFI				AGFI
Parsimony-adjusted GFI				PGFI
Normed fit index	1	1	0	NFI
Relative fit index			0	RFI
Incremental fit index	1	1	0	IFI
Tucker-Lewis index			0	TLI
Comparative fit index	1	1	0	CFI
Parsimony ratio	0	0	1	PRATIO
Parsimony-adjusted NFI	0	0	0	PNFI
Parsimony-adjusted CFI	0	0	0	PCFI
Noncentrality parameter estimate	0	0	3173,249	NCP
NCP lower bound	0	0	2991,103	NCPLO
NCP upper bound	0	0	3362,687	NCPHI
FMIN	0	0	25,407	FMIN
F0	0	0	25,185	F0
F0 lower bound	0	0	23,739	F0LO
F0 upper bound	0	0	26,688	F0HI
RMSEA			0,948	RMSEA
RMSEA lower bound			0,921	RMSEALO
RMSEA upper bound			0,976	RMSEAHI
P for test of close fit			0	PCLOSE

Akaike information criterion (AIC)	70	70	3215,249	AIC
Browne-Cudeck criterion	74,746	74,746	3216,198	BCC
Bayes information criterion				BIC
Consistent AIC				CAIC
Expected cross validation index	0,556	0,556	25,518	ECVI
ECVI lower bound	0,556	0,556	24,072	ECVILO
ECVI upper bound	0,556	0,556	27,021	ECVIHI
MECVI	0,593	0,593	25,525	MECVI
Hoelter .05 index			2	HFIVE
Hoelter .01 index			2	HONE

Table 81: Partial printout Model 1

6.14.2 Model 2 – Regression and structural equation model

Partial printout model 2

Your model contains the following variables

LPIENC	observed	endogenous
LPICLMD	observed	endogenous
LPICHVIS	observed	endogenous
perform	observed	endogenous
omgform	observed	endogenous
robust	observed	endogenous
stratper	observed	endogenous
Performance	unobserved	endogenous
Leadership	unobserved	exogenous
e3	unobserved	exogenous
e2	unobserved	exogenous
e1	unobserved	exogenous
e4	unobserved	exogenous
e7	unobserved	exogenous
e5	unobserved	exogenous
e8	unobserved	exogenous
e6	unobserved	exogenous

Number of variables in your model:	17
Number of observed variables:	7
Number of unobserved variables:	10
Number of exogenous variables:	9
Number of endogenous variables:	8

Summary of Parameters

	Weights	Covariances	Variances	Means	Intercepts	Total
Fixed	10	0	0	0	0	10

Labeled	0	0	0	0	0	0
Unlabeled	6	0	9	0	0	15
Total	16	0	9	0	0	25

Computation of degrees of freedom

Number of distinct sample moments = 28
Number of distinct parameters to be estimated = 15
Degrees of freedom = 28 - 15 = 13

Minimum was achieved

Chi-square = 12,660
Degrees of freedom = 13
Probability level = 0,474

Minimization History

Iteration	Discrepancy
0	213,428
1	74,009
2	33,893
3	19,443
4	13,728
5	13,067
6	12,665
7	12,66
8	12,66

Regression Weights

			Estimate	S.E.	C.R.	P
Performance	<--	Leadership	0,44	0,123	3,575	0
LPIENC	<--	Leadership	1			
LPICLMD	<--	Leadership	1,281	0,196	6,548	0
LPICHVIS	<--	Leadership	1,312	0,222	5,905	0
perform	<--	Performance	0,221	0,099	2,23	0,026
robust	<--	Performance	1,007	0,262	3,843	0
omgform	<--	Performance	1			
stratper	<--	Performance	1,832	0,457	4,008	0

Standardized Regression Weights

			Estimate
Performance	<--	Leadership	0,649
LPIENC	<--	Leadership	0,786
LPICLMD	<--	Leadership	0,731
LPICHVIS	<--	Leadership	0,616
perform	<--	Performance	0,255
robust	<--	Performance	0,584
omgform	<--	Performance	0,46

stratper	<–	Performance	0,761

Variances

	Estimate	S.E.	C.R.	P
Leadership	6,449	1,45	4,448	0
e6	1,716	0,799	2,148	0,032
e3	3,988	0,937	4,256	0
e2	9,22	1,764	5,226	0
e1	18,139	2,757	6,58	0
e4	2,067	0,267	7,73	0
e7	11,037	1,553	7,105	0
e5	5,812	0,933	6,232	0
e8	7,237	1,965	3,684	0

Squared Multiple Correlations

	Estimate
Performance	0,421
stratper	0,579
robust	0,341
omgform	0,212
perform	0,065
LPICHVIS	0,38
LPICLMD	0,534
LPIENC	0,618

Factor Score Weights - Estimates

	stratper	robust	omgform	perform	LPICHVIS	LPICLMD
Leadership	0,065	0,045	0,023	0,028	0,097	0,187
Performance	0,202	0,138	0,072	0,085	0,019	0,036

Fit Measures

Fit Measure	Default model	Saturated	Independence	Macro
Discrepancy	12,66	0	188,466	CMIN
Degrees of freedom	13	0	21	DF
P	0,474		0	P
Number of parameters	15	28	7	NPAR
Discrepancy / df	0,974		8,975	CMINDF
RMR	0,654	0	4,423	RMR
GFI	0,972	1	0,628	GFI
Adjusted GFI	0,939		0,504	AGFI
Parsimony-adjusted GFI	0,451		0,471	PGFI
Normed fit index	0,933	1	0	NFI
Relative fit index	0,891		0	RFI
Incremental fit index	1,002	1	0	IFI
Tucker-Lewis index	1,003		0	TLI
Comparative fit index	1	1	0	CFI

Parsimony ratio	0,619	0	1	PRATIO
Parsimony-adjusted NFI	0,577	0	0	PNFI
Parsimony-adjusted CFI	0,619	0	0	PCFI
Noncentrality parameter estimate	0	0	167,466	NCP
NCP lower bound	0	0	127,255	NCPLO
NCP upper bound	12,227	0	215,149	NCPHI
FMIN	0,1	0	1,496	FMIN
F0	0	0	1,329	F0
F0 lower bound	0	0	1,01	F0LO
F0 upper bound	0,097	0	1,708	F0HI
RMSEA	0		0,252	RMSEA
RMSEA lower bound	0		0,219	RMSEALO
RMSEA upper bound	0,086		0,285	RMSEAHI
P for test of close fit	0,733		0	PCLOSE
Akaike information criterion (AIC)	42,66	56	202,466	AIC
Browne-Cudeck criterion	44,694	59,797	203,415	BCC
Bayes information criterion	114,512	190,123	235,996	BIC
Consistent AIC	100,323	163,637	229,375	CAIC
Expected cross validation index	0,339	0,444	1,607	ECVI
ECVI lower bound	0,341	0,444	1,288	ECVILO
ECVI upper bound	0,438	0,444	1,985	ECVIHI
MECVI	0,355	0,475	1,614	MECVI
Hoelter .05 index	223		22	HFIVE
Hoelter .01 index	276		27	HONE

Table 82: Partial printout Model 2

7 List of tables and figures

7.1 Tables

7.2 List of figures

8 References

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