



AKADEMIA.DK

Going from Management to Leadership in Carlsberg Danmark

© 2009 Akademia.dk

ISBN: 978-87-648-0076-0

Udgivet af
Akademia.dk I/S
Skindergade 15
1159 København K.

Denne publikation kan købes som pdf-fil på www.akademia.dk.

Alle rettigheder forbeholdes. Mekanisk, fotografisk eller anden gengivelse af eller kopiering fra denne publikation eller dele heraf er kun tilladt i overensstemmelse med overenskomst mellem Undervisningsministeriet og Copy-Dan. Enhver anden udnyttelse uden forlagets skriftlige samtykke er forbudt ifølge gældende dansk lov om ophavsret. Undtaget herfra er korte uddrag til brug ved anmeldelser.

Akademia.dk
www.akademia.dk

Carlsberg
Danmark

LEAD

LEdelsesADfærd



Going from Management to Leadership in Carlsberg Danmark

Cand.ling.merc.
International Business Communication
Copenhagen Business School

Helle Jakobsen and Louise Busch Storgaard
Units: 215.885
Supervisor: Robyn Remke
Handed in June 2009

When we make music we don't do it in order to reach a certain point, such as the end of the composition. If that were the purpose of music then obviously the fastest players would be the best. Also, when we are dancing we are not aiming to arrive at a particular place on the floor as in a journey. When we dance, the journey itself is the point, as when we play music the playing itself is the point.

Alan Watts

RESUME: CARLSBERG DANMARK, FRA MANAGEMENT TIL LEADERSHIP

Carlsberg Danmark (CDK) er én af Danmarks ældste og mest succesfulde virksomheder. Den er samtidig også kendt for at være én af de mest traditionsrige. Men årsrapporten fra 2005 viste faldende indtjening, og samtidig udtrykte medarbejdere og kunder utilfredshed med virksomhedens bureaukratiske ledelsesstil, hvilket fremgik af interne målinger.

Reaktionen fra topledelsen i CDK blev initiativet LEAD (LEdelses + ADFærd), som blev søsat i 2006 og omfattede alle 180 ledere. Formålet var at udvikle lederne i ledelsesadfærd og budskabet var, at man tidligere havde brugt for meget "management", nu skulle lederne inkorporere mere "leadership" i deres ledelsesstil.

Efter enkelte startvanskeligheder udviklede LEAD sig til at blive en kæmpe succes. Lederne var begejstrede, og medarbejdertilfredshedsundersøgelser viste klart forbedrede resultater. Alt dette resulterede også i langt højere kundetilfredshed.

Dette speciale har til formål at undersøge LEAD og afdække både eksplicite og implicite problemstillinger i forbindelse med LEAD. Vi søger først og fremmest et svar på: Hvad skete der og hvorfor?

Den teoretiske undersøgelsesramme består af ledelsesteori inden for management og leadership. Derudover fungerer Norman Fairclough's kritiske diskursanalyse som både teori og metode til at undersøge LEAD. Karl E. Weick's sensemaking teori vil endvidere blive anvendt til at belyse LEAD fra et andet perspektiv for at analysere, hvordan lederne under hele forløbet opfattede LEAD, og hvordan initiativet var blevet præsenteret af topledelsen.

Inden vi startede indsamlingen af vores empiriske data, gennemførte vi flere interviews med ledere fra Kommunikation og HR i CDK for at få en forståelse for initiativet. Derefter brugte vi ca. to måneder på at udføre 15 interviews med ledere fra alle ledelsesniveauer i CDK. Hvert interview varede mellem 30 og 60 minutter, og blev afholdt på en af CDK's fire lokaliteter i Danmark – på hovedkontoret i Valby, i distributionen i Høje Taastrup, i produktionen i Fredericia eller på event-lageret i Ringsted.

Via vores empiriske data kom flere diskurser til syne; Management er negativt ladet, Leadership er positivt ladet, Fra størst til bedst og CDK stolthed. Vores analyse tager derfor afsæt i disse diskurser. Vi har først foretaget en sproglig analyse med fokus på nøgleord inden for management, leadership og LEAD. Disse nøgleord er forankret i tidsindikatorer, ordlyd (wording), modalitet og metaforer. Via den tekstnære analyse fremgår det, at lederne i CDK forbinder management med noget negativt og leadership med noget positivt. Dermed artikulerer de følgende diskurser: Management er negativt ladet, og leadership er positivt ladet. Dette har vi uddybet i den diskursive praksis, hvor det fremgår, at intentionen bag ledernes udsagn er at tegne et godt billede af den arbejdsplads, det diskursfællesskab, de er en del af. Derudover trækker deres udsagn på den hyper-diskurs, som Fairclough betegner "demokratiserings-diskursen", der har vundet større og større indpas gennem det 20. århundrede. Det kan dog have visse sociale implikationer, at de tillægger management noget negativt, så det bliver "et nødvendigt onde".

Vi har valgt at reflektere over dette ved hjælp af Weick's sensemaking teori. Det fremgår, at der er forskel på topledelsens intenderede mening med LEAD og ledernes faktiske opfattelse. Topledelsen ønskede at skabe en ramme for ledelsespraksis i CDK, hvorimod lederne har opfattet det mere unuanceret: Fra management til leadership. Vi søger at finde et svar på hvornår og hvorfor uoverensstemmelserne forekommer.

Vi argumenterer for, at LEAD ikke kan opfattes rigtigt eller forkert. Dog kan det have implikationer, når en ledelsesstil lades meget negativt. Årsagen til denne simplificering af topledelsens budskab skal formentlig findes i en overbelastning i ledernes daglige informationsstrøm – derfor er de nødt til at simplificere budskabet.

I vores perspektiveringsafsnit tager vi afsæt i Gideon Kunda's etnografiske undersøgelser og redegør for de mulige faldgruber en meget stærk kultur kan have i en organisation.

LIST OF CONTENTS

1	Introduction	6
1.1	Problem statement	7
1.2	Delimitations	7
1.3	Outline of the thesis	8
2	Theoretical Framework.....	9
2.1	Management & Leadership	9
2.1.1	The management style	9
2.1.2	The leadership style	12
2.1.3	Real differences – or just different styles?.....	14
2.1.4	Does Denmark distinguish?	15
2.1.5	Our research	16
2.2	Discourse as a concept	16
2.2.1	Introducing the concept.....	16
2.2.2	Critical discourse analysis	17
2.2.3	Fairclough – combining the micro and macro approach.....	18
2.2.4	Taking a linguistic approach by use of Halliday	20
2.2.5	Mental mapping – the approach of the cognitive linguistics	20
2.2.6	Taking a social approach by use of Foucault	21
3	Methodology.....	23
3.1	Data collection.....	23
3.1.1	Choice of method.....	23
3.1.2	Qualitative methods	24
3.1.3	Secondary data	26
3.1.4	Primary data	26
3.1.5	Presenting the data	28
3.1.6	Procedure	29
3.2	Data analysis and interpretation.....	29
3.2.1	Transcribing the data	29
3.2.2	Inductive approach	30
3.2.3	How do we handle the data - discourse analysis	30
3.2.4	Theories	31
3.2.5	Discourse analysis	31
3.2.6	Sensemaking – how the managers make sense of LEAD	38

3.3	The case organization - Carlsberg Danmark.....	43
4	Findings	48
4.1	About management & leadership.....	48
4.1.1	Management is negatively charged	48
4.1.2	Leadership is positively charged	50
4.2	About LEAD	53
4.2.1	Going from the biggest to the best.....	54
4.3	About CDK	57
4.3.1	CDK pride	58
5	Discussion	61
5.1	Textual analysis – articulating the terms	61
5.1.1	Indicators of time – things are about to change	61
5.1.2	Wording.....	63
5.1.3	Modality	66
5.1.4	Metaphors.....	70
5.2	The discursive practice – the dilemma of discourses	72
5.2.1	The force of the text	73
5.2.2	Coherence	73
5.2.3	Intertextuality	74
5.3	Social practice – assessing possible implications	77
5.4	Making sense of LEAD.....	79
6	Conclusion.....	86
7	Reflections	88
7.1	How to respond to the pitfalls	89
8	References	92
9	Appendix I.....	98
10	Appendix II	99
11	Appendix III.....	101

1 INTRODUCTION

In order for organizations to keep up with the pace of a fast changing world, adaptability is constantly required (Hatch 1997). This influences expectations to managerial behaviour and managerial skills. New technology and the development of numerous communications channels create new requirements for managing and for leading. On an annual basis, organizations throughout the world spend \$36 to \$60 billion US dollars on management and leadership development (Burgoyne 2004, in Jackson and Perry 2008). This has led to a comprehensive amount of research within the field. This thesis aims at exploring how a specific organization has contributed to this research.

The case organization – Carlsberg Danmark

Carlsberg Danmark (CDK) is one of the world leading distributors of beers and soft drinks. Yet, the financial report of 2005 showed a drop in earnings and the employee surveys indicated a decrease in satisfaction. This thesis will focus on CDK's aim of strengthening managerial competencies via the initiative LEAD which is the contradiction of the Danish terms LEelse and ADfærd (Managerial + Behaviour = Managerial Behaviour). LEAD was introduced by top management and HR in 2006 and lasted until 2008. It included all 180 managers in CDK, from directors to floor managers. The purpose was to put focus on effective managerial behaviour and to create a framework for using elements of both management and leadership. LEAD became a success and changed a number of issues on the managerial plan.

Evaluating LEAD in CDK

Our theoretical and methodological standpoint will be discourse analysis as proposed by Norman Fairclough. Norman Fairclough, who is an English professor in linguistics, argues for the interdependency of the language upon the social practice, in relation to his theory of critical discourse analysis (1992). We will make use of his theory in order to explore the articulation as well as the actual use of the management and leadership styles in CDK. We also aim to explore how top management presented LEAD to the managers and how the managers made sense of LEAD. Therefore, we will add another perspective to the analysis by use of Karl E. Weick's sensemaking theory.

Via our thesis, we aim to evaluate LEAD in CDK, as part of an external evaluation project. As a means to get an understanding of LEAD, we initially arranged meetings with representatives from the HR- and Communications Department. After achieving sufficient background knowledge about LEAD, we conducted 15 interviews with managers in CDK. These interviews constitute our empirical data and will be drawn upon throughout our thesis.

While gathering our empirical data in the beginning of 2009, CDK was going through cost reductions, larger layoffs and closure of production in Valby.

1.1 Problem statement

Before starting our data collection, it was LEAD in itself that we aimed to examine. However, after having gone through our data, we realized that what appeared to be of an even higher interest was how the managers had perceived LEAD and how they articulate the two terms "management" and "leadership" and thereby realize the managerial discourse in CDK. This will therefore be the point of departure for our thesis in which we will provide answers to the following:

Research question (RQ):

If we assume that global and successful Danish organizations today, as CDK, are expected to adopt and apply the two styles 'management' and 'leadership', what has been the outcome of LEAD and how did it affect the managerial behaviour in CDK?

Reflections

In addition to our RQ, we seek to explore if and how the apparent discourses and LEAD are constraining the managers in any way. In relation to this, we will elaborate on how LEAD, because of its success, has created a managerial environment and culture that unconditionally celebrates LEAD as the new way of doing management. This will be achieved by use of the ethnographic examinations proposed by Gideon Kunda.

Comments

We acknowledge that in English there is a distinction between the terms "management" and "leadership" whereas in Danish you would translate both terms to "ledelse". Throughout our thesis, we will make use of the term "management" when referring to management in general, since a neutral hyponym does not exist in English. The same goes for the English terms "manager" and "leader" - we will make use of the term "manager" when referring to managers and leaders in general.

1.2 Delimitations

In relation to our RQ, it could also have been interesting to explore the debate within managerial research regarding whether managerial skills are inherent or whether they are learned. Likewise, it could have added an extra dimension to our discussion to include a more elabora-