Selecting a new leader
– Identifying and recruiting leaders with the ability to lead others to lead themselves

Author(s): Camilla Ericsson
Ellinor Nydén

Leadership & Management in International Context

Tutor: Philippe Daudi, Björn Bjerke

Subject: Business Administration

Level and semester: Master's thesis, Spring 2010
CONTENTS

1. INTRODUCTION ..................................................................................................................3
  1.1. ABSTRACT ..................................................................................................................3
  1.2. DISPOSITION .............................................................................................................4

2. BACKGROUND OF THE RESEARCH ISSUE .....................................................................5
  2.1. RESEARCH ISSUE AND JUSTIFICATION .................................................................6
  2.2. THE RESEARCH GUIDING QUESTIONS... .................................................................8
  2.3. OBJECTIVES OF THE STUDY ..................................................................................8

3. METHODS FOR DATA COLLECTION ..............................................................................9
  3.1. PRIMARY AND SECONDARY DATA ........................................................................9
  3.2. QUALITATIVE APPROACH .....................................................................................9
  3.3. GROUNDED THEORY ............................................................................................10
      3.3.1. ACTORS VIEW ...............................................................................................10
  3.4. DIALOGUES ...........................................................................................................11
      3.4.1. INTERVIEWS ................................................................................................12
  3.5. ETHICAL PRINCIPLES .........................................................................................12

4. THEORETICAL AND EMPIRICAL FINDINGS IN THE ART OF LEADERSHIP ..............14
  4.1. THE ART OF LEADERSHIP ....................................................................................14
      4.1.1. CHANGED CIRCUMSTANCES FOR TODAY’S ORGANISATIONS AFFECTS THE LEADERSHIP .................................17
  4.2. EMPOWERING LEADERSHIP ...............................................................................18
  4.3. CHARISMATIC AND TRANSFORMATIONAL LEADERSHIP ..................................20
  4.4. SUPERLEADERSHIP ...............................................................................................23

5. THEORETICAL AND EMPIRICAL FINDINGS IN THE ART OF RECRUITMENT ..........25
  5.1. THE ART OF RECRUITING A LEADER ....................................................................25
  5.2. INTERNAL RECRUITMENT ....................................................................................27
  5.3. EXTERNAL RECRUITMENT ...................................................................................32
      5.3.1. AN ILLUSTRATIVE MODEL OF EXTERNAL SEARCH ..................................................35
  5.4. HEADHUNTING AND EXECUTIVE SEARCH ........................................................37
  5.5. MISTAKES IN THE RECRUITMENT PROCESS .......................................................39

6. ANALYSIS OF THE RESEARCH FINDINGS ..................................................................41
  6.1. WHO IS THE ORGANISATION SEARCHING FOR? ................................................41
  6.2. WHICH METHODS ARE USED IN ORDER TO FIND AN EFFECTIVE LEADER? ........45
  6.3. WHICH ADDITIONAL CIRCUMSTANCES ARE IMPORTANT IN ORDER TO FIND AND KEEP THE EFFECTIVE LEADER? 48
6.4. WHAT CAN GO WRONG IN AN EXECUTIVE SEARCH PROCESS? ...............................................................51

6.5. FINALLY, ARE LEADERS WITH THE ABILITY TO LEAD OTHERS TO LEAD THEMSELVES SEARCHED FOR AND FOUND IN A RECRUITMENT PROCESS? ..................................................................................................................53

7. SUMMARIZING CONCLUSIONS ..............................................................................................................57

REFERENCES ...............................................................................................................................................59

RESPONDENTS: .........................................................................................................................................60

FIGURE 1: IDENTIFICATION AND SELECTION OF INTERNAL LEADERS (VARDIMAN ET AL, 2006:96) ..................................................................................................................................................29

FIGURE 2: ASPECTS PRESENT IN THE PROCESS OF EXECUTIVE SEARCH (STODDARD; WYCKOFF, 2009:35) ..............................................................................................................................................35
1. Introduction

1.1. Abstract

The meaning of the word leadership is changing over time, and so is the role of the leader. Organisational labour is today required to be more self-governing as organisational tasks are moving towards a more flexible and independent nature. This requires a leadership able to inspire and motivate independent performance by acting as an inspirational mentor or coach (Bass and Riggio (2005). Those leaders and that style of leadership have many names, but in our research they are titled as Transformational and Charismatic leaders, as well as Super Leaders. Perhaps they are best described by using Vardiman et al (2006:97) own words; “the most effective leaders teach others to be effective leaders of themselves and others.

Identifying, selecting and recruiting the right leader are a competitive advantage and an important success factor (Fernández-Aráoz et al, 2009). The objective of this thesis is therefore to gain knowledge in the manners present when charismatic and inspirational leaders with the ability to lead others to lead themselves are identified, recruited and selected. We judge gaining understanding in how to identify, attract, select, recruit and keep leaders with this special leadership style as a vital knowledge in today’s highly competitive business world.

This thesis approaches leader recruitment from both an external and internal perspective by conveying dialogues with recruitment consultants as well as with a HR-manager. The thesis further raises the question whether the inspirational and charismatic leadership style is appropriate in all type of organisations and here focus on organisational culture as a key determinant when recruiting leaders.

Key words: Leader recruitment, empowerment, Transformational leadership, Charismatic leadership, SuperLeadership, internal recruitment, external recruitment, organisational culture.
1.2. Disposition
This section intends to present an overview of this thesis by displaying the content of each chapter.

Chapter one, Introduction, provides the reader with an overview of the research and what it holds.

Chapter two, Background of the research issue, illustrates the research issue in detail by presenting the research guiding questions and explaining the background to their creation. Moreover, the objectives of the research and a justification are presented.

Chapter three, Methods for data collection, presents the research procedure by discussing primary and secondary data, qualitative research and grounded theory. Dialogues and interviews, as well as ethical principles, are considered.

Chapter four, Theoretical and empirical findings in the art of leadership, initiates with some general research on leadership and explains how changed circumstances for today’s organisations affect leadership. The discussion is followed by a presentation of empowerment, Transformational and Charismatic leadership and SuperLeadership.

Chapter five, Theoretical and empirical findings in the art of recruitment, initiates with some general research on the art of recruiting a leader. Thereafter, the section is divided into two subdivisions, internal and external leader recruitment, which holds a discussion in how the type of leaders discussed in chapter four can be identified, selected and recruited. The section is finished with an illustration of mistakes that commonly are made within the process of recruiting this type of leaders.

Chapter six, Analysis of the research findings, contains an analysis where the theoretical and empirical findings are discussed in connection to the research guiding questions.

Chapter seven, Summarizing conclusion, summarizes the research and the conclusions made in connection to the analysis.

The researchers wish you a pleasant reading!
2. Background of the research issue

In this chapter we will start by enlighten the reader in the background circumstances and topics from which our research focus have evolved. Furthermore, the research issue and the justification of this thesis as well as our research guiding questions and objective of the study in hand will be thoroughly presented.

Effective leadership is often seen as the foundation for organisational growth and performance and in order to understand how to enhance effective leaders, organisations first must understand what causes and facilitates leadership emergence but also be aware of what causes and facilitates leadership selection. Therefore, in the development of the organisational growth and performance the leader is an important, if not the most important, actor (Vardiman et al, 2006). Furthermore, as described by Anderson (1992) the development of an organisation has to be both continuous and conscious. Since, organisations are continuously facing changes which need to be handled it requires a leadership able to do so (Anderson, 1992). As illustrated by De Wit and Meyer (2004) strategic leadership is the ability to perform and implement the internal and external demands facing the organisation during occasions like changes. Consequently, organisations need to regard the concept of effective and strategic leadership in order to perform and grow (Bass, 1997).

Another aspect of strategic leadership, illustrated by Bass (1997), is the ability to keep the organisation up to date considering how to structure the work force and the individual performance of the employees. For example, today organisational labour is required to be more self-governing as organisational tasks are moving towards a more flexible and independent nature. This requires a leadership that is able to inspire and motivate independent performance. Since, as described by Bass and Riggio (2005), leadership is not just the province of people at the top but rather leadership occurs at all levels in an organisation and therefore it is vital for a leader, at any level, to develop leadership in those below them. Consequently, the role of the leader has changed. Authoritarian leaders do still exist but they are no longer the norm. Instead, leaders are expected to listen to and be responsive to the followers’ needs and concerns. Mentoring, coaching, empowering and developing are some expected leader behaviours necessary for today’s effective leader. The organisation must hereby increase the overall amount of effective and empowering leadership. Ways to achieve
this is by suitable organisational and human resources policies, as well as improving the recruitment of the organisation (Bass; Riggio, 2005).

It is commonly believed that the hiring of good leaders is a key source of competitive advantage (Fernández-Áráoz et al, 2009). Therefore, organisations strive to recruit talented and suitable individuals and as described by Bass and Riggio (2005) an increased charismatic and inspirational leadership within an organisation may attract better recruits. Consequently, candidates are more likely to be drawn to an organisation where the leaders are charismatic and inspirational. Given this perspective the importance of encompassing charismatic and inspirational leaders within an organisation becomes evident. One leadership approach that consists of the above stated skills of charisma and inspiration is referred to as transformational leadership. Bass (1997) describes a transformational leader as one able to move the follower beyond self-interest and who possesses the skills of being charismatic, inspirational, intellectually stimulating and individually considerate. Further, Manz and Sims (2001) introduce another kind of charismatic and inspirational leadership in their concept of SuperLeadership. This is as a particular kind of active and empowering leadership with a concentration on leading others to lead themselves. Bryman (1997) states that SuperLeadership has to do with both developing leadership capacity in others and to nurture them so they are not dependent on formal leaders to stimulate their motivation and talents.

2.1. Research issue and justification

Selecting an individual suitable to lead an organisation is, according to Stoddard and Wyckoff (2009), a knowledge that is undeveloped as well as a forgotten research area. However, almost every organisation, within any industry sector, claim that it is the people working within the organisation, and the ability to motivate and influence them, that are the most important asset within an organisation. Like stated by Fernández- Araóz et al (2009), selecting the right leader is consequently one of the most important decisions made in an organisation, since it partly will shape the future competitive advantage and strategic development of the organisation. However, selecting and recruiting a leader is also a risky and hard task where mistakes often are committed due to lack of knowledge and experience (Fernández-Araóz et al, 2009).

Two-thirds of all chief executives leave their position and their assignment as a leader within four years of time due to mistakes in the recruitment process. Additionally, approximately 40
percent of them are replaced from their position as a leader after no more than 18 months. Selecting the right person to lead an organisation is evidently a problematic task. Moreover, leading an organisation in today’s business world is a demanding and challenging profession. Organisations are constantly being forced to adjust to changes in order to be successful and it is the leader’s task to here decide how the organisation will develop and to motivate the employees to work towards this direction (Stoddard; Wyckoff, 2009).

Consequently, as described by Fernández-Aráoz et al (2009), hiring “the right” leader is a competitive advantage. Unfortunately, most organisations experience leader selection and recruitment as an unplanned surprise, due to ignorance and lack of knowledge within the area, and react to it as an emergency. There is a high level of ad hoc solutions, lack of specified criteria and an inconsistency of hiring practise within many organisations concerning recruitment and selection of new leaders, as well as ordinary employees. This is according to Fernández-Aráoz et al (2009) a main reason to the high level of turnaround in leadership professions. Consequently, the process of recruiting a leader fails, with devastating results to the development of the organisation, which confirm the need for an organisational routine in hiring leaders. Hereby, the authors (Fernández-Aráoz et al, 2009) state that there is a need for organisations to focus more on the process of recruiting leaders where the approach is recruitment from a precise, strategic and objective point of view.

Moreover, according to Giles (1991), the appointment of directors have changed over time from being more focused on educational background to becoming more focused on merits but also on the ensure that the leaders are transformational “thinkers”. Giles (1991) continues by explaining the important task of recruiters to make conscious effort when identifying individuals whom have the suitable way of thinking in the given organisational context. Subsequently, it is vital for an organisation to select and recruit charismatic and inspirational individuals with the ability to empower and make sense to their followers.

Furthermore, there is an existing opinion in the managerial field that “the most effective leaders teach others to be effective leaders of themselves and others” (Vardiman et al, 2006:97). These leaders have many names and they are mentioned frequently, often with a lack of a thorough definition. They are being referred to as coaches, mentors, transformational and even the new super-leaders. Nevertheless, they all have one capability in common; the
ability to influence their followers to, to some extent, lead themselves and others in the organisation.

Subsequently, in order for an organisation to select and recruit leaders (at any level of an organisation) which have the ability to lead others to lead themselves, it is crucial to recognize charismatic and inspirational individuals with the ability to empower and make sense to the followers. Failing with recruiting these leaders will lead to an organisation lacking of inspirational and empowering leadership which might affect the effectiveness of the leadership negatively and consequently reduce the performance and the growth of the organisation (Vardiman et al, 2006).

2.2. The research guiding questions

- Which recognized aspects are present in the executive recruitment- and search process of organisational leaders?
- In what way can leaders with the ability to lead others to lead themselves be identified and selected?

2.3. Objectives of the study

The purpose of this thesis is to gain knowledge in the manners present when charismatic and inspirational leaders with the ability to lead others to lead themselves are identified, searched for and recruited. Additionally, the aim is to clarify which recognized considerations that are present in the recruiting process of these leaders.
3. Methods for data collection

In this chapter it is our objective to give the reader an understanding of how the research design of our thesis is performed. In business research, there are a number of views on how to use different methods for researching reality. Additionally, there are several different perspectives on what really is the meaning of “methods” (Arbnor; Bjerke, 2009). However, according to Arbnor and Bjerke (2009) methodology is a complex area that conveys a mode of thinking, but also a way of acting. Hereby, we will guide the reader through our chosen ideas, methodological approaches and our ways of acting out the research in hand.

3.1. Primary and secondary data

In this thesis the two traditional techniques for collecting data, namely secondary information and primary information have been used. Secondary information is data and materials previously collected whereas primary information is that data and material which is new and especially collected for the purpose of this thesis research (Arbnor; Bjerke, 2009). The secondary information provided in this thesis is gathered from scientific reports and scientific articles as well as from literature in the field of leadership and recruitment. As described by Arbnor and Bjerke (2009) when using secondary data there is often a problem with the compatibility and the trustworthiness of the used sources in connection with the actual research. In order to secure the quality of this study the secondary data has been collected with consideration to where it has been published, for what purpose, the actuality of the information and also to the given perspectives being present in the source.

3.2. Qualitative approach

Qualitative research is often used when dealing with issues related to human behaviour (Strauss; Corbin, 1990). Considering that our research attempt to create an understanding of what lies behind the human selection of leaders, our research has a qualitative approach. Arbnor and Bjerke (2009) explain that by researching human actions in a qualitative approach, seeing humans as reflective, active and creative individuals, the researcher will experience the reality in a more authentic totality. Strauss and Corbin (1990) summarize the use of qualitative methodology by declaring that qualitative methods often are used to understand what lies behind phenomenon we know little about.
We have chosen a qualitative approach since we believe that our area of research is complex and for that reason the unique reflections and interpretations from our respondents will give us a practical understanding of the phenomena of recruiting leaders. We do not have the intention to generalize our knowledge; instead our objective has been to explore a phenomenon by interacting with our respondents and together create an understanding of our research area.

3.3. Grounded theory

The grounded theory approach has been chosen in our thesis research. An explanation of grounded theory provided by Strauss and Corbin (1990) show that the purpose is to build theory that is faithful and that illustrates the studied area by letting data collection; analysis and theory stand in mutual relationship with each other. One very important aim is to “…give an honest account with little or no interpretation of- interference with- those spoken words or of the observations made by the researcher” (Strauss; Corbin, 1990:21). One does not begin with a theory, rather one begins with an area of study and what is relevant to that area is allowed to emerge. To let our research emerge in this way has been suitable when dealing with this research issue which is both partly unexplored and multifaceted. We have actively been seeking for varied sources of information in order to gain an understanding and an insight in the research area. Our research intention has been to provide reliable knowledge and as described by Glaser and Strauss (1967) a grounded theory is faithful if it has been carefully induced from diverse data.

3.3.1. Actors view

As this study aims to understand and illustrate in what ways the social phenomenon of organisational leader selection is constructed, the knowledge provided in this research is highly based upon our interpretations and subjective creations of the studied. Arbnor and Bjerke (2009) explain that these are elements in the actors view. The actors view primarily promotes the thought that knowledge is dependent on the actors since it is created by them and continuously is being reinterpreted. This is evident in our study since both us, as researchers, are responsible for the data that we have constructed and for the theory provided but also since the actors involved in our dialogues and interviews have interacted with experiences leading to an interdependent view of reality. As described by Arbnor and Bjerke (2009) the actors view promotes that the interpretation of reality changes as the creators of
knowledge constantly interact with others. Connecting this to grounded theory, Strauss and Corbin (1990) indicate that the theories derived from the research are grounded in the experience of the actors.

Moreover, one important aspect of the actors view is to learn from one’s own research process as it moves on (Arbnor; Bjerke, 2009). Throughout the work with the thesis in hand both of us have not only gained deeper understanding in the components of good research but also an insight in the complex, yet continuously important and interesting, area of the art of leadership. Thus, the investigation in how to match the demand on a leader with a potential candidate to be appointed to lead, has been the main focus and so have provided us with deep insight in the process of recruitment and search for leaders. We will carry the knowledge that it is hard to successfully decide how to best match the complex side of leadership, like ability to influence and affect an organisational culture, with the formal procedures present in a traditional recruitment- and search process of a leader.

**3.4. Dialogues**

We have used dialogues as an initial way to encounter our research since we believe that it is the most appropriate way to get insight and understanding concerning our research area. Arbnor and Bjerke (2009) express that a dialogue is characterized by interplay between the researchers and the respondent which contains two mutual elements, reflection and action.

We have performed two dialogues with two different recruitment consultants firms that are focused in leader identification and recruitment. The first firm which we have met with is Recruitment International AB, located in Malmö, where we had a dialogue with Benny Carlsson regarding leader selection and recruitment. The second firm is Mercuri Urval, situated in Växjö, where we met the recruitment consultant, Åsa Meijer. During these two meetings we had some initial areas of interest as a starting point and hereafter let the dialogue emerge from those. By keeping open minded and focused on the ongoing dialogue we had the possibility to ask further questions and allow, for us, new interesting viewpoints to regard in the research. We chose to not record the dialogues since we wanted to create a relaxed environment that allowed the dialogue parties to be more spontaneous and free in their choice of expressions and explanations. Instead both of us, as researchers, did take notes during the sessions, which we later discussed and put together.
Further, a third dialogue was conveyed with Emmy Andersson, the HR-manager responsible for leader recruits at the IKEA store in Kalmar, where we focused the dialogue on the internal perspective of leader recruitment using IKEA as an example.

To obtain some additional information as the research evolved we also conveyed a telephone meeting with Bengtsson, another recruitment consultant specialized in executive search, who wish to remain anonymous and therefore have been given a fictional name. This interview is further discussed in section 3.5, Ethical principles.

3.4.1. Interviews

As presented above, we choose to conduct an additional telephone interview with a third recruitment consultant to extend the insight and understanding which was gained from the two first dialogues. Interviews are a traditional technique for primary data collection (Arnbor; Bjerke, 2009) and by asking open questions, based on the previous input gained throughout the research process; the interview with Bengtsson provided affirmative data in the field of external recruitment and leadership virtues.

Moreover, the criterion for judging when to stop sampling is according to Glaser and Strauss (1967) referred to as theoretical saturation. This state means that no additional data are found when researching a category whereas the researcher becomes empirically confident in the specific research category (Glaser; Strauss, 1967). Our empirical data in connection with the theoretical framework of this thesis has reached saturation. The research questions and the research purpose of this thesis hereby have been regarded as achieved.

3.5. Ethical principles

In this study our aim as researchers has been to perform a study that is ethically defensible since as Arbnor and Bjerke (2009) explain, every member of society has a right to be protected from public inspection of his or hers private life. Hereby, the participating respondents have all been informed about the background and the purpose of this study and how their participating activity would be enacted. They have thereafter decided to participate, yet, with the possibility to suspend their participation or decline questions at any time during the meetings. In each dialogue or interview the respondents have been offered the possibility to stay anonymous. In this research one respondent expressed this wish and has therefore been
presented with the pseudonym, Bengtsson (2010-03-23). Furthermore, the respondents have been given the opportunity to see how their data has been used and presented before publication. The information gained during each respondent session has exclusively been used for the sake of this particular study and confidential material, presented at some meetings, has not been used or spread.
4. Theoretical and empirical findings in the art of leadership

Since the objective of this study is to gain knowledge in what ways leaders with the ability to lead others to lead themselves are identified, searched for and recruited, we firstly need theoretical and empirical knowledge in the art of leadership with a focus on the kind of leadership that influences others to lead themselves. Our primary concepts and approaches in this chapter therefore are; empowerment, charismatic and transformational leadership as well as SuperLeadership. Thus, initially we will present some general ideas about the art of leadership.

4.1. The art of leadership
The art of leadership has long been a primary area of interest and research among social scientists. However, leadership is not an easy concept to define (Bryman, 1997). Yukl (2006) explains that the term leadership is a word originally taken from the common vocabulary which later has been added in to the technical vocabulary of a scientific discipline without being exactly redefined. Consequently, the word leadership carries several unrelated connotations that create an ambiguity of meaning and confusion. However, most definitions of leadership involve an explanation of the process whereby intentional influence is exercised by guiding, structuring and facilitating activities and relationships in a group or in an organisation (Yukl, 2006). This definition is reflected by Bryman (1997:3) which say that “Leadership may be considered as the process (act) of influencing the activities of an organized group in its efforts toward goal setting and goal achievement”. Both, being in the profession of identifying leaders, Meijer (2010-03-04) consultant at Mercuri Urval and Bengtsson (2010-03-23) agree in the above quotation that illustrates leadership. Meijer (2010-03-04) believes that the art of leadership is about the ability to influence and make a group of individuals achieve and perform and Bengtsson (2010-03-23) explains that leadership can be seen as a kind of psychological contract between the leader and the ones choosing to be led. Hereby, both agree upon that the ability to influence is a vital personal element in order to be allowed to take the lead.
Further, the characteristics of a leader are often discussed in terms of traits which are generally accepted in conceptualisations of leadership. According to Den Hartog et al (2007) much of the theories and themes connected to effective and successful leadership emphasises the importance of values, integrity, truthfulness and morality and also Carlsson (2010-03-03), consultant at Recruitment International AB, discusses the importance of the traits; honesty, consistency and trustfulness, in a functioning act of leadership. However, there are also studies indicating that the relationship of linking personality traits with leadership behaviours is weak (Den Hartog, 2007). The division in opinion, concerning to what degree the relation between certain traits and leadership matters, can be connected to the discussion whereas leaders are born or made, or some combination of both (Kirkpatrick; Locke, 1991).

Hereby, the executive search consultants, Carlsson (2010-03-03) and Meijer (2010-03-04) share the conviction that not everyone can lead since they believe that not all, naturally, have got the art to lead in all circumstances. Although, there is not one best way of being an excellent leader, being in an executive position requires something extra which Carlsson (2010-03-03) states are primarily based in the core personality of an individual. Moreover, Bengtsson (2010-03-23), in addition, underlines the opinion that excellent leaders are born but also points out that everyone is able to lead in some manners through their person. Carlsson (2010-03-03) continues by emphasize that it here should be remembered that there, naturally, is a difference in the required leadership between leaders at different levels. Nevertheless, Kirkpatrick and Locke (1991) illustrate that regardless of leaders are born, made or a combination of both, it is clear that leaders must master the challenges of opportunity and to have the “right stuff” to succeed and hereby we should use the knowledge of the art of leadership in order to select and train our leaders effectively.

In this paragraph it has been argued that the art of leadership is a complex phenomenon, not always easy to define. However, generally, leadership can be seen as an individual’s act of succeeding in influencing others to action. In the initiating phase of this study we agreed that an insight in the art of leadership would be the foundation for a continuous understanding in what ways leadership is chosen to be seen as and so later, in what manners leaders are appointed. Moreover, in this paragraph the discussion whether leaders are born or made has been illustrated with one conclusion that regardless the answer to that, all knowledge in leadership is useful in order to effectively select and train leaders. The knowledge gained herby led to one main query of this thesis; in what ways organisations and recruiters chose to
look upon the art of leadership and later search for in a potential organisational leader. The next step towards finding this query out was to examine what circumstances that affect the organisational leadership today. These findings will so be presented next.
4.1.1. Changed circumstances for today’s organisations affects the leadership

Bennis and Nanus (2007) explain that the world of today is both complex as well as fast paced and Manz and Sims (2001) agrees when stating that our world is very complicated and that it is changing at an extraordinary rate. As a result, the world and the organisations have become increasingly interdependent for products, ideas, job and resources (Bennis; Nanus, 2007) with a highly information-based focus (Manz; Sims, 2001). Moreover, important is also that the workers have changed. Workers have become increasingly informed and enlightened and often they know more and better than the leader how to get the work task done. The workers are seeking and receiving a great voice in organisational decisions (Bennis; Nanus, 2007) and more and more people are working independently within their firms (Manz; Sims, 2001).

Further, employees of today’s organisations are also an increasingly diverse group and they want to see how following a leader is consistent with their own personal goals (Bass; Riggio, 2005). Manz and Sims (2001) explain that employed individuals are increasingly well educated and require more from their work than a pay check. Self-fulfilment is becoming a dominant value and altogether, this has led to a call for a new kind of leadership and a changed role of the leader.

This section has illustrated some changed circumstances of today’s organisations which have led to an altered role of the leader. Naturally this knowledge helped to raise the question in what way, if so, the art of leadership is assumed and preferred to be like today, is there a dominant leadership approach wanted and searched for in today’s organisations? This subject is consequently examined in the coming paragraphs.
4.2. Empowering leadership

In the last two decades, models which describe charismatic, transformational or inspirational leadership have become very popular (Den Hartog et al., 2007). These leadership views can be categorized into the “new leadership approach” which conceptualizes leaders as definers of organisational reality by articulating visions and as managers of meaning with the capacity to empower their followers (Bryman, 1997). Empowering, mentoring, and developing are some behaviour that Bass and Riggio (2005) point out as crucial for today’s effective leaders. Thus, Manz and Sims (2001) continue to state that for most organizations empowering is no longer a new management trend but rather a necessity for survival. In order to match the flat structured or project-based organisations of today and to make sure to take advantage of the knowledge in an organisation, empowerment is the key word. To be effective the workers need to be empowered at an advanced level and they need to be able to lead their own work as well as themselves. Since, as described by Bass and Riggio (2005) leadership is not only the province of people at the top. Rather, leadership occurs at all levels, by any individual and therefore leaders do need to focus on the important task of developing leadership in their followers.

Smircich and Morgan (1982) explain that leadership is defined in the process where one or more individuals succeed in framing and defining the reality of others. Consequently, the existence of leadership is dependent on the will of individuals to surrender parts of their power to shape and define their own reality (Smircich; Morgan, 1982). As described by Bennis and Nanus (2007) the vital core is hereby to build confidence and empower employees to seek new ways of performing. Thus, leadership should not be about leaders relinquish power but rather about power being a unit of shared exchange between the leader and the follower (Bennis; Nanus, 2007). Hereby, Bass and Riggio (2005) illustrate the importance of providing autonomy to the followers and to enable and encourage them to control and direct themselves when aligning their own goals with the goals of the leader and the whole organisation.

The empowering leadership approach may require that from time to time take a hands-off approach. Consequently, there is always a risk when empowering people if the followers’ goals are not aligned with the organisations or if inflexible and negative norms are generated by the followers. Moreover, there is also a danger if leaders believe themselves to be better at
empowering than they really are. This will lead to inconsistency, lack of trust and could lessen the motivation of the workforce (Bass; Riggio, 2005). In connection, Carlsson (2010-03-03) states that individuals, naturally, do need to feel motivation and participation in their work to perform and that it is crucial for a leader to create an open environment. However, it is also important to consider that all need some degree of guidelines and frameworks in their work to be able to act efficient.

Nevertheless, as earlier stated, empowering is seen as vital for effective leadership (Bass; Riggio, 2005) and as crucial to provide a unit of shared exchange between the leader and the follower (Bennis; Nanus, 2007). Further, the workers need to be able to lead their own work as well as themselves to ensure an efficient organisation and hereby “The development of human resource management strategies designed to bring out the self-leadership capability of the work force is a critical organizational opportunity of the future” (Manz; Sims, 2001:197).

In this paragraph it has been enumerated that the art of empowerment is seen as vital for an effective leadership. Since empowerment is the encouragement of the followers to control and direct their own actions, it is subsequently a vital part in the process of leading others to lead themselves. Since this leadership process, of leading others to lead themselves, is the focus in our thesis the empowering leadership approaches have been central in our research. However, empowerment is not all trouble free. In order to function, empowerment also requires shared guide lines and frames in order for the follower to be aligned with the organisational goals and the leader’s vision. Subsequently, as empowerment proved to be an essential part of today’s wanted organisational leadership and also of importance for our research focus of leadership with the ability to lead others to lead themselves, the study so went on by examining some examples of empowering leadership approaches. To follow are a presentation of these leadership approaches, starting with charismatic and transformational leadership.
4.3. Charismatic and Transformational leadership

Conger and Kanungo (1994) state that the use of the word charismatic into leadership contexts did came with the work of Karl Weber. Charismatic authority, Weber asserted, was legitimised from the faith in a leader’s exemplary character rather than traditions, rules or position. As investigations in charismatic leadership began to appear in the organisational literature so did the new formulation, transformational leadership. According to Bass and Riggio (2005) transformational leadership has much in common with charismatic leadership. However, charisma is just a part of the phenomena of transformational leadership. Conger and Kanungo (1994) promote their view that what distinguishes charismatic and transformational leadership has little to do with any fundamental differences in leader behaviour. Rather, the two formulations of transformational and charismatic present in the literature are highly complementary as they study the same phenomena from different viewpoints (Conger; Kanungo, 1994). Still, Meijer (2010-03-04) discusses that charisma can be hard to define and especially hard to define and search for as a quality in a potential leader, even though charisma is believed to be of major importance. To be able to enthusiasm others to contribute and to grow, Meijer (2010-03-04) continues to explain, is an important quality in a leader. Subsequently, the virtues, contribution and growth through charisma and enthusiasm, which Meijer (2010-03-04) discusses as vital in a leader, are all to be found in the concept of transformational leadership.

To continue, transformational leadership is primarily about motivating others to do more than they originally intended and thought possible (Bass, 1997). Transformational leaders empower their followers and tend to pay extra attention to individual needs and personal development. Bass and Riggio (2005) illustrate that transformational leadership can be described to contain four components. These are; idealized influence, inspirational motivation, intellectual stimulation and individualized consideration.

Idealized influence refers to the transformational leadership behaviour of serving as role model and when leaders are respected and trusted in such a way so the followers identify with the leader. Meijer (2010-03-04), consultant at Mercuri Urval, underlines the importance of a leader’s idealized influence since a leader whom is looked up to will provide a feeling of trust and confidence among the followers. Also Bengtsson (2010-03-23) argues that a leader needs
the ability of influencing others to follow, since the organisational goals otherwise will be hard to reach.

Bass (1997) continues to explain the second component of transformational leadership; inspirational motivation. This leadership behaviour promotes inspiration and motivation by providing meaningful and challenging work tasks. Meijer (2010-03-04) hereby explains that organisations in their search for an executive may not have on “top of the mind” to call for a person whom can inspire, even though it of course is wanted. The focus during a recruitment process is rather to solve the problem of filling an executive vacancy and organisations often have a problem in finding words to announce the wanted quality of ability to inspire and motivate the workforce.

Further, the third dimension of transformational leadership, intellectual stimulation, regards questioning the assumptions of the followers in order to stimulate innovative and creative efforts. Finally, the fourth dimension, individualized consideration, is referring to the leader’s special attention to each individual follower. Here, Bengtsson (2010-03-23) emphasizes the fourth dimension of transformational leadership when announcing that today’s leadership partly is about seeing the individual and be able to adjust the leadership depending on the individual standing in front of you.

As previously presented, there are positive aspects of inspirational and charismatic leadership. However, a negative aspect that is articulated by opponents are that inspirational and charismatic leaders manipulate their followers into believing that they are empowered by using personal identification, but instead the leader possesses most authority and intend to keep the followers in a weak position. This kind of leadership would then simply be a matter of tricking followers into performing their best by giving them a false sense of authority and power (Yukl, 2006). Furthermore, Yukl (2006) continues to present that charismatic and inspirational leadership might create a desire for leader acceptance and recognition, which makes followers think in the same way as the leader and feel inhibited in articulating criticism and personal suggestions. This implies that this kind of leadership is suitable in certain organisations and to certain individuals, whereas it is less suitable to others (Yukl, 2006).

In this section it has been illustrated that the virtues, contribution and growth through charisma and enthusiasm, is a part of empowering leadership and also seen as vital in a
leader. These virtues are all to be found in the concept of transformational leadership. Even though it has been shown that the four components of transformational leadership (idealized influence, inspirational motivation, intellectual stimulation and individualized consideration) are judged as important in the kind of leadership that encourages the followers to lead themselves, organisations often find it hard to announce and express this wanted art of leadership in an executive search process. Though, we chose to continue our study by look into and learn about yet another example of an empowering art of leadership that focuses on self-leadership among the followers, namely SuperLeadership. This leadership approach will so be presented next.
4.4. SuperLeadership

In order to successfully lead empowered team members who are supposed to lead themselves, Manz and Sims (2001) introduce their concept of SuperLeadership as a particular kind of active and empowering leadership with a concentration on leading others to lead themselves. The main focus is here to unleash the abilities of the followers and so possess the strength and abilities of many, which will benefit the organisation. To unleash the abilities of the followers is something that also Meijer (2010-03-04), at Mercuri Urval, describes as a good quality in a leader. She argues that a leader should be more interested in influencing others to accomplish by being the one who gathers the organisational members in front of him or her and then functions as a support and motivator in the back. The leader’s focus should, according to Meijer (2010-03-04), be at the followers and their development, but still with a clear result focus. Consequently, as stated by Bryman (1997), SuperLeadership has to do with both developing leadership capacity in others and to nurture them so they are not dependent on formal leaders to stimulate their motivation and talents.

Manz and Sims (2001) continue by explaining that the SuperLeader encourages others to take responsibility above giving orders and one core issue hereby is to make sure that the workers have the needed information and capacity to exercise their own self-leadership. Carlsson (2010-03-03), consultant at Recruitment International AB, hereby agrees when announcing the opinion that a leader’s largest mistake is to act superior the organisation and to not share information that concerns all. Rather, openness and information sharing is vital in order to allow for the organisational members to act on their own initiative.

Furthermore, a primary function of the SuperLeader is to encourage, guide and reward self-leadership rather than directly provide instructions and reward for performance. Manz and Sims (2001) write that SuperLeadership is to be complementary with mentoring as the focus is the development of the follower. Hereby, an effective SuperLeader must master self-leadership for them selves to thereafter encourage and model it for others. In connection, to serve as a role model and to act on their words by embodying their messages are virtues that both Bengtsson (2010-03-23) and Carlsson (2010-03-03) discusses as crucial in leadership. To not do what you expect of others, Carlsson (2010-03-03) says, will limit your credibility and trustworthiness. Further, Bengtsson (2010-03-23) expresses that if you as a leader put your own interests in focus so will the followers. Subsequently, this illustrates the importance
of the leader to firstly master self-leadership and empowerment in order to then encourage others to follow the example.

However, a SuperLeader may not always be what an organisation primarily demands when searching for a suitable executive. An encouraging, guiding and empowering leader is not explicitly requested. Rather, previous experiences, knowledge in the given area and references are factors weighting high in a profile of demand (Carlsson, 2010-03-03; Meijer, 2010-03-04; Bengtsson, 2010-03-23). Interesting, both Meijer (2010-03-04) and Carlsson (2010-03-03) rather sees a decline in the interest of these characteristics in favour for a demand of leaders whom are not afraid to take the lead, point with the hand and direct an organisation towards the wanted goals. Carlsson (2010-03-03) fills in that this probably is a reaction to our time era of a financial crisis.

The above part has presented the concept of SuperLeadership as a particular kind of active and empowering leadership with a concentration on leading others to lead themselves. It has been argued that in order to successfully lead empowered team members who are supposed to lead themselves a leader must master self-leadership to thereafter be able to encourage and model it for others. However, it has also been illustrated that this kind of leader may not always be what an organisation explicitly request when searching for a suitable executive. Instead, factors as previous experiences and knowledge in the given area, are mostly listed in a profile of demand. Gained with all the knowledge presented so far the following wonder appeared and directed our continuing research: In what ways are leaders then searched for and recruited in order to ensure the appointment of a leader that somehow possess the presented abilities to empower and encourage self leadership in their followers, meanwhile have the right experience and factual knowledge? The recent question is the foundation of the following chapter where a thorough presentation of the art of recruitment will be enumerated.
5. Theoretical and empirical findings in the art of recruitment

In order for us to achieve the objective of our research we need theoretical and empirical knowledge in the process of identifying, selecting and recruiting executives in organisations. In this area we have chosen to use models which illustrate some important considerations when identifying, selecting and recruiting leaders. We have also divided this chapter into an internal and an external perspective to illustrate that leaders are being searched and headhunted as well as promoted within their organisation. However, first we will provide some general knowledge on leader identification and recruitment.

5.1. The art of recruiting a leader

Individual differences provide the basic validation for selection of any recruit and the main goal of the selection process is to capitalize the individual differences in order to recruit those who have the greatest rate of particular characteristics that are judged as important for a job success (Cascio, 1991). The process of recruitment is often explained to consist of certain steps which are believed as crucial in order to succeed in finding a suitable candidate. One example of such a theory is Fernández-Araóz et al (2009) seven step model, which according to them illustrates how to effectively perform leader selection and recruitment. These steps are:

1. Anticipate the need
2. Specify the job
3. Develop the pool
4. Assess the candidates
5. Close the deal
6. Integrate the newcomer
7. Audit and review

The seven step model confirms that within every organisation it is vital to continually assess future leadership requirements and attempt to forecast what kind of qualities a future leader should possess and where the organisation will find these individuals. Consequently, the process of developing a pool of possible leader candidates can begin. The assessment of the
candidates should be performed in a predetermined and structured way and the assessor must search for details of the candidate’s exact reasoning and actions in specific situations in order for the assessment to be successful (Fernández-Araóz et al, 2009). Meijer (2010-03-04), consultant at Mercuri Urval, confirms this by explaining that it is vital to assess all sorts of information available about a candidate in a recruitment process and to put them together to create an as correct picture of the candidate as possible. She clarifies that one way of doing that is to assess how the candidate is reasoning when discussing a certain potential situation.

Fernández-Araóz et al (2009) emphasize that after recruiting a new leader the vital process of integrating him or her in the organisational culture begin as well as continually conveying audits and reviews of how the current recruitment routines can be improved. Meijer (2010-03-04) explains that a recruiter needs to use his or hers “gut feeling” to sense if someone is suitable to work as a leader within a given organisation. However, in reality facts are higher valued in a recruitment process, Meijer (2010-03-04) argues that about 90 percent of a recruitment is based on factual information about the candidate.

In this section it is argued that recruiting a leader with the ability to influence others and lead others to lead themselves is an art that requires a development of plans, structure and routines as well as experience in order to be successful. Moreover, the process of recruiting a leader is portrayed as something similar to a recipe where there are certain steps to follow which will make the process successful. This is how the recruitment process often is illustrated in theory and it made us wonder if that’s truly how a recruitment process functions in reality, especially when recruiting leaders, and practically when recruiting the special kind of leaders that we are focusing our research on. It made us wonder if it really is possible to follow a recipe when headhunting and searching for these kinds of leaders considering that there must be several contextual implications affecting the recruitment. With this insight, question and theme in mind, we moved on to examine the recruitment process in detail by applying a more contextual perspective on our research hoping to gain understanding in which implications and considerations that are present in the process and how they affect the recruitment in practice. To follow is the internal perspective of recruitment.
5.2. Internal recruitment

Sometimes the most suitable individual to fill a leader position can be found and recruited from within the organisation. The benefit in doing so is that the leader already is familiar with the organisation and its culture. Moreover, it gives the organisation a chance to raise and nurture talented employees and letting them grow into their role as leaders. To illustrate the process of recruiting a leader from within the organisation we choose to use IKEA as an example. Andersson (2010-05-03), HR-manager at the IKEA store in Kalmar, tells us that about 80 percent of their leader recruits are done internally from within the organisation. Recruiting leaders from within the organisation is consequently the method most used, especially when recruiting top-leaders. Andersson (2010-05-03) informs that IKEA wants their employees to grow into their roles as leaders by learning the IKEA way of thinking and acting, the values and culture of the organisation, and slowly develop with the organisation. However, Andersson (2010-05-03) further explains that they occasionally recruit leaders from outside the organisation to obtain a leader able to bring new ideas and fresh thinking to the organisation.

Remarkably, Carlsson (2010-03-03) states that internal recruitment is a procedure that organisations seldom have a functioning process for and organisations do for that reason often require support from a consultant in these situations. Vardiman et al (2006) agree and has therefore focused their research on explaining how to successfully identify and select inspirational leaders from within the organisation. In addition, Vardiman et al (2006) focus their theory, as well as their model below (Figure 2), on a leadership style very similar to the one that our research involve, meaning that they judge leaders as being those who can lead others to be effective leaders for themselves and others.

Vardiman et al (2006) argue that even though traits and characteristics is an important part of the internal recruitment process, they alone provide an incomplete picture. The organisational context, or the organisational environment, plays a significant role in determining which individual that is appropriate to lead a certain organisation. Such an organisational environment is characterised by a culture that actively encourages the process of leadership development by using feedback, coaching, mentoring as well as providing challenging job
assignments. Comparing this to IKEA, Andersson (2010-05-03) articulates that the company values a culture similar to the one described by Vardiman et al (2006), which promotes employees to have courage to take responsibility and make decisions for the organisation. Moreover, IKEA promotes a culture where the employees are more motivated to continually search for new and better ways of doing things, rather than reaching the actual goal as rapid as possible. Leaders are told to lead by example, being a role model for the rest of the organisation in how to think and act the IKEA way. This is what Andersson (2010-05-03) entitles “leading on the floor”, where the leader works close to the followers, influencing and guiding them to perform a good job. As the reader might have noticed at this point, leadership within IKEA can be resembled to the kind of leadership being in focus in this thesis, where leaders have the ability to lead others to lead themselves.

Connecting this to internal leader recruitment, Andersson (2010-05-03) articulates that the cultural values discussed above, together with several more, construct the foundation of the process of recruiting a leader at IKEA. In order to become a leader here, it is necessary to personally possess these values to be able to lead the organisation successfully. Andersson (2010-05-03) express that IKEA needs all types of leaders, but it is a prerequisite to possess these fundamental values of the organisation in order to be selected leader. This is described in a model (Figure 1) illustrating what leader qualities that is prioritized when recruiting. Andersson (2010-05-03) clarifies that the candidate possessing the same fundamental values as the organisation is the most important factor when recruiting and the second factor is the candidate’s competence. This emphasizes the importance in identifying a leader with a

![Figure 1: Leader qualities prioritized in a recruitment (Andersson 2010-05-03)](image-url)
leadership style that involves these special values and fits the existing cultural values within
the organisation. This is expressed later on in this thesis by Stoddard and Wyckoff (2009).
Moreover, it indicates the advantage in recruiting a leader from within the organisation, since
that leader already is familiar with the organisational values.

There are two dimensions used in the model (Figure 2) presented by Vardiman et al (2006)
illustrating their view on how to successfully identify and select inspirational leaders from
within the organisation; Environmental support and Leadership characteristics. These two
dimensions together form four quadrants describing the different aspects of the selection
process of leaders within an organisation (Vardiman et al, 2006). Quadrant I, Promotes/Relishes,
illustrates a situation in which the level of organisational support is high
and in which the level of individual leadership characteristics is high. Individuals carrying
leadership potential are easily identified and can often quite easily be recruited to work in a
leadership position since they understand the importance of learning, are self-directed and
have a high level of internal motivation to succeed.

![Figure 1: Identification and selection of internal leaders (Vardiman et al, 2006:96)](image-url)
Quadrant II, *Pushes/Resistant,* represents the case where there is a high level of environmental support for leadership development combined with a low level of key individual leadership characteristics. This quadrant illustrates the difficulties that potential leaders might experience when they work in an organisational culture characterized by a high level of integrated leadership development processes but do not possess the abilities and skills to lead effectively. They are encouraged and nurtured to become a leader by the organisational environment but do not have the characteristics needed to lead an organisation successfully and do not feel comfortable and motivated in their profession as a leader (Vardiman et al, 2006).

Quadrant III, *Passive/Refusal,* illustrates the situation in which there is a low level of environmental support of leadership as well as there is a low level of important individual leadership characteristics. In this quadrant, the organisation tend to have a passive view towards nurturing potential leaders within the organisation and do not pay much attention to nurturing employees to become future leaders. Employees do not seek for leadership positions and are not encouraged to develop into one either (Vardiman et al, 2006).

Quadrant IIII, *Prevents/Request,* represents the case in which environmental support for leadership is low but in which the individual possesses a rather high level of individual leadership characteristics. This is according to Vardiman et al (2006) an interesting quadrant since it is a quite common situation to appear in organisations. These individuals possess leadership talent but the organisation fails in identifying and nurturing them as leaders and therefore misses out on a potential leader candidate.

To shortly summarize this section it is not only important to identify and recruit a leader with a leadership style that fits the existing culture and values within the organisation. It is, as Vardiman et al (2006) articulate, also vital to raise the organisation’s understanding in existing conditions or contextual factors that enable, as well as hinder, employees to grow from employee to leader.
consider, it is still a subject rather unexplored. This section did for that reason examine aspects and circumstances present when recruiting leaders from within the organisation.

In this section it has been argued that identifying and recruiting existing employees and turning them into leaders require long-term preparations. Moreover, it becomes evident that it is vital to establish a culture within the organisation where individuals are allowed to grow and be nurtured as future leaders. Possessing the right traits and characteristic are fundamental in order for someone to take the step from employee to leader. However, without an organisation able to nurture these individuals and letting their talent develop, the special leadership that we are focusing on in this thesis, leaders that teach others to be effective leaders for themselves will not appear. Connecting to our previous section it is becoming evident that there are no best practise or recipes on how to recruit these special leaders, rather it demands the organisation to be one step ahead in planning their future leadership and to think creatively in how to make employees with potential leadership qualities grow in to their role as leaders and how to make them find it challenging and attracting enough to stay in the organisation. With those thoughts in our minds we continued to examine the external perspective of leader recruitment.
5.3. External recruitment

There are two general components in the process of searching for an individual suitable to lead a certain organisation; recruitment and selection. These two components are obviously present both in internal and external recruitment, since external and internal recruitment is similar in many ways. Though, hereby they have been chosen to be presented within the frame of external recruitment, however it should be remembered that some components within this section are used in internal recruitment as well.

Recruitment is the search for the most suitable individual to work in an organisation with a need for a new leader. The recruitment is based on an evaluation and analysis of what traits and experiences a leader working in that organisation will have to possess in order to be successful. Moreover, the recruitment consultant clarifies the target group which this leader will belong to and then decides how and where that target group effectively can be reached (Meijer, 2010-03-04). Carlsson (2010-03-03), consultant at Recruitment International AB, explains that there are some main techniques to target potential leaders in a recruitment process; internal recruitment, advertising and headhunting. Carlsson (2010-03-03) clarifies that advertising leader positions demands a lot of work since it normally generates a high amount of responding applicants that the recruiter will have to assess. Moreover, when advertising for a leader position it is often problematic to determine where an ad is most effectively placed.

The second component of identifying a leader suitable to lead a certain organisation is selection. This is where the assessment of the different candidates occurs and their personality, character, experience and leadership style are compared to a profile of demand describing the vacancy position (Meijer, 2010-03-04). Carlsson (2010-03-03) explains that there are different techniques used to select leader candidates, however, he uses a personality test called *Gordon’s personality inventory* which assess the candidate by using 20 different factors which later is compared to a profile of demands for the given position. By letting the candidate answer different kinds of questions and assignments and also assess their own ability to lead, the test provides, according to Carlsson (2010-03-03) an as genuine picture as possible of the candidate’s ability to lead in a certain organisation.
The process of recruiting and selecting a leader normally starts with a meeting, where the organisation searching for a new leader meets with a recruitment consultant to discuss traits, character, experience and leadership style that the new leader must possess. These are later analysed and presented in a profile of demands describing the vacant position (Meijer, 2010-03-04). Bengtsson (2010-03-23), a recruitment consultant specialised in executive search, clarifies that it is vital that the consultant meets with the employees that the new leader will work with in order to get familiar with the organisational culture and to understand what kind of a leader and leader style that will fit the given organisation. Further, if possible, a meeting should be arranged with the leader leaving his or her position in order to get a correct understanding of the position and its requirements.

After analysing the vacant position and culture of the organisation the profile of demands are discussed with the organisation for approval and a more detailed description of the recruitment project can be conveyed. Meijer (2010-03-04) hereby explains that the next step is to search for suitable candidates within the actual target group. Bengtsson (2010-03-23) describes that this normally is done by using advertising, headhunting or by searching in databases. Further, Bengtsson (2010-03-23) highlights the importance of using people in your personal network of contacts when searching for a leader candidate. According to Meijer (2010-03-04), after searching for candidates the process of assessing and comparing the profile of demands for the position with the candidates initiates. Hereafter, the next step is to convey interviews with the candidates and assess their references.

Bengtsson (2010-03-23) argues that the search process usually results in that three or four candidates are being presented to the organisation. Bengtsson (2010-03-23) prefers that the organisation searching for a new leader is present when conveying interviews, since it will allow them to ask specific questions that a consultant may not be able to ask. Meijer (2010-03-04) declares that the recruitment process of a leader does not end after one candidate has been selected for the job. Consequently, it is vital to continue to review the process together with the organisation to improve and learn for future assignments.

___

In this section the process of recruiting and selecting a leader is addressed. Moreover, aspects present in the recruitment process of organisational leaders are presented in an empirical way. It has here become evident that in order to identify leaders with the ability to lead others to lead themselves it is necessary to actively search for those individuals by
targeting the recruitment towards places where those can be found. After that the process of assessing, comparing, interviewing and testing the candidates begins and it is here that the identification of inspirational leaders becomes evident. Further, it is becoming more and more apparent that in order for the recruitment process to succeed one have to consider every leader recruitment process separately, since they are very different from time to time. This implies that a recruiter have to perform an extraordinary recruitment in order to find extraordinary leaders, like the ones that we focusing on in this thesis. With this in mind, we started to consider culture and how the culture in an organisation valuing this kind of leadership would be like. Can this type of self-leadership function in every organisation? How can a recruiter judge if someone has the right personality and leadership style to lead a certain organisation? These queries will be examined next.
5.3.1. An illustrative model of external search

Stoddard and Wyckoff (2009) present a model (Figure 3), illustrated below, displaying the different aspects present in the process of selecting a leader; the match-fit model.

![Diagram](image)

**Figure 2: Aspects present in the process of executive search** *(Stoddard; Wyckoff, 2009:35)*

The upper section of the model describes the candidate, as in the potential leader, who carries certain capabilities. The first square implies that the candidate possesses certain abilities, such as talent, experience, knowledge and skills. The candidate’s behaviour and how the potential leader chooses to display his or her abilities are referred to as personality. Energy can be resembled to an individual’s charisma and talent in influencing others by using mental, emotional and spiritual elements. The abilities, personality and energy of the potential leader must relate to the needs of the company searching for a new leader.

The third capability of the candidate is character and refers to the importance of selecting a leader that understands the organisation and its nature. The candidate’s character, together with his or hers personality and energy, can be resembled to the style of the candidate. This style should be similar with others in the organisation and the organisational culture in order for the candidate to fit with the organisation (Stoddard and Wyckoff, 2009). Meijer (2010-03-04) explains that it is vital to take the culture of the organisation into consideration when assessing leader candidates. The consultant therefore visits the organisation who is searching for a new leader with the intention to get an understanding of what the culture is like and what
kind of character and leadership style a leader working there need to possess in order to function in the organisation.

During this section we have examined different aspects to consider when selecting a leader. It is noticeable that not only the experiences and skills of an individual is what determine his or her capability to lead an organisation successfully. Factors such as personality and character are also vital. It is further evident that organisational support as well as the organisational culture is another vital part in effective leadership selection. Hence, it has become obvious that in order for leaders with the ability to lead others to lead themselves to function, they need an organisation possessing a culture allowing such a leadership style. Sensing if someone has the right leadership style and personality to lead a certain organisation is often a difficult task, however, headhunting allows the recruiter to contact individuals already known that they believe would be appropriate for the position to suggest that person a job. Next we will examine how such a process is performed.
5.4. **Headhunting and executive search**

A recruitment consultant often uses headhunting as a method to fill key vacancies in organisations. By developing a thorough understanding of the wanted candidate profile as well as getting sincerely familiar with the culture and the strategy of its client’s firm, the consultant focuses the identification of a competent and suitable individual. The specialist search and selection consultancies exist for most business disciplines and the core mission is hereby to find the right individuals for specific jobs. However, the exclusive use of a search is generally most effective when recruiting senior personnel or vacancies that require a high degree of specialist knowledge. An executive search is according to Mileham (2000) reliant on several key factors. One important factor is that the consultants have the sufficient education, background and training to enable their clarity in defining the client’s requirements. Another factor is the ability to make a profound work in the research and investigation stage of potential sources and candidates. Finally the consultant has to have the ability to match the experience, aspiration and personality of the candidate with the needs of the client (Mileham, 2000). Carlsson (2010-03-03) explains that headhunting requires the recruiter to have a fine understanding in what requirements that the client is searching for in a leader. Finding an individual that is right for the position is a time demanding assignment and when finding the right individual for the job, the task of motivating and getting him or her interesting in taking the position initiates.

The starting point in a search process is to decide which recruitment strategy that is most appropriate to identify suitable candidates. This is generally done at a briefing meeting with the client which here will give a detailed description of the position and the wanted skills and experiences. Meanwhile the consultant will now seek to understand the client’s organisational culture, ethos, strategy and future plans. After the ideal candidate profile has been done the process continues by creating a search list of firstly appropriate sources to be used in the search. After all the information and contacts have been gathered the potential candidate can be identified and contacted (Mileham, 2000). Meijer (2010-03-04), recruitment consultant, informs that when headhunted, the candidate tend to accept the job without further considering if it is the right position, time and place for him or her simply because the candidate is flattered. This often results in a failed and cost full recruitment. Mileham (2000) further explains that the time taken to research and identify candidates is often extensive and the work thereafter to close the deal with the candidate is hard. The search process continues
by the interview stage, even though interviews often run parallel with the stage of contact. At the interview the candidate will get proper information about the position, have the opportunity to ask questions and the consultants will hereby get all the needed qualification information from the candidate. After this meeting the most suitable candidates will meet with the company to get a feeling of the organisation and the coming tasks to then decide if they will appoint the vacancy (Mileham, 2000).

In this section it is evident that headhunting for a special kind of individual, with a special leadership style requires hard work and time, as well a recruiter with a good knowledge in human nature and how individuals function in certain situations. Headhunting also requires a large net of contacts that can guide the recruiter towards the right candidate. In order to locate individuals with the ability to inspire others to lead themselves, headhunting is one suitable method to use since it allows the recruiter to contact only the individuals possessing the wanted characteristics and knowledge for the job. Having examined both the internal and external perspective of the process of recruiting a leader, we now move on to a second theme, mistakes in the recruitment process. Connecting back to where we started this thesis, we mentioned that several leader recruits fail. As a way of establishing which aspects that are present in the recruitment process of leaders we now choose to look deeper into where mistakes are made and how these can be prevented.
5.5. *Mistakes in the recruitment process*

The process of recruiting a leader is one of the most crucial decisions made within an organisation, since it partly will shape the future competitive advantage and strategic development of the organisation. However, selecting and recruiting a leader is also a risky and hard task where mistakes often are committed due to lack of knowledge and experience (Fernández-Araóz et al, 2009).

According to Stoddard and Wyckoff (2009), two-thirds of all chief executives leave their position as a leader within four years of time due to mistakes in the recruitment process. Consequently, there is a need to develop knowledge in how to identify and select leaders suitable to lead a certain organisation. In relation to this, Carlsson (2010-03-03) highlights the importance in that the organisation itself, together with the recruitment consultant, is present and active when interviewing leader candidates. By allowing the consultant and the organisation searching for a new leader to work tightly together in the recruitment process, it becomes easier to judge if a candidate’s personality and leadership style will fit the culture of the organisation. As well, the candidate has an opportunity to sense if he or she would enjoy working in that organisation and fit the existing culture.

Fernández-Araóz et al (2009) claim that most organisations approach the recruiting process of leaders as a surprise, since no routines or structures for selecting and recruiting a new leader are predetermined. There is an ad hoc quality, lack of specified criteria and an inconsistency of a hiring practice within many organisations concerning recruitment and selection of new leaders, as well as ordinary employees, within many firms. Consequently, the process of recruiting a leader fails, with devastating results to the development of the organisation which confirm the need for an organisational routine in hiring leaders. Meijer (2010-03-04), Carlsson (2010-03-03) and Bengtsson (2010-03-23) all agree that the most common mistake done in the process of recruiting a leader is when analysing the position and which activities and achievements that is expected in a new leader, are inconsistent. Consequently, the profile of demands is incorrect and the wrong candidate is selected.

According to Carlsson (2010-03-03) these mistakes is grounded in that the organisation searching for a new leader fails in giving the consultant all information needed for the
recruitment. The organisation might for example hide information about problems or other important things that occurs within the organisation, which will affect the recruitment. Meijer (2010-03-04) explains that failing in explaining what the position involves is one other mistake often done when headhunting a new leader. This can lead to that the selected candidate has incorrect presumptions when accepting the job offer, which often results in that he or she leaves the job shortly after being selected.

However, Stoddard and Wyckoff (2009) state that in order to find leaders appropriate for a certain position it is a necessitate to develop traditional processes used to select leaders since they are too much focused on the abilities of potential leaders. Consequently, the assessors of future leaders need to pay less attention to the abilities of potential leaders and focus more on their personality and values in order to find a leader that is capable to influence others in the organisation. Another mistake often made in the process of recruiting and selecting a leader is to not think in dyadic terms. Organisations need to understand that in order to attract talented potential leaders they need to promote the organisation in an appealing and attracting way (Fernández-Araóz et al, 2009). In relation to this, Bengtsson (2010-03-23) explains that a quite common mistake is that either the organisation or the candidate exaggerate and overstate themselves in order to be more attractive which create incorrect presumptions leading to failed recruitments.

Since we in our research is attempting to establish which aspects that are present in the recruitment process of organisational leaders we find it relevant to examine where mistakes occurs in this process. In this section it becomes obvious that in order to select the right leader for a position it is necessary to perform a thorough analysis presenting the activities and achievements attached to the position which will result in a profile of demands guiding the recruitment process. Moreover, taking organisational culture and personality into consideration is essential when recruiting a leader.
6. Analysis of the research findings

This section consists of an analysis of our theoretical and empirical findings. The analysis is divided into five subdivisions illustrating the research procedure. These subdivisions are formulated as questions to summarize and illustrate the research process also presented in the small sections located at the end of every section in chapter four and five.

6.1. Who is the organisation searching for?

As initially presented in this thesis and as declared by Vardiman et al (2006) effective leadership is often seen as the foundation for organisational growth and performance. This credence have been the core principle in our research and so the foundation when searching knowledge in effective leadership and knowledge in ways to enhance these effective leaders. Because, as described by Vardiman et al (2006) organisations firstly must understand what causes and facilitate leadership emergence but also be aware of what causes and facilitate leadership selection. So, this research in hand points at the fact that in order to select and appoint effective leaders, the searching organisation must be absolutely clear about what they are searching for in an executive. Hereby, the profile must be thoroughly articulated and so used in the search process.

Even though, as explained by Bryman (1997), leadership may be a concept difficult to define and that as stated by Carlsson (2010-03-03), it should be remembered that there, naturally, is a difference in the required leadership between leaders at different levels, an organisation must be able to somehow create a profile of demands. If this profile is incorrect it will lead to an appointment of a leader not suitable for the position. The importance of a thorough profile of demands is reflected by the three respondents whom all are operating as recruitment consultants with a focus on executive search. Meijer (2010-03-04) at Mercuri Urval, Carlsson (2010-03-03) at Recruitment International AB and Bengtsson (2010-03-23) all explain that in the process of recruiting a leader it is vital, when analysing the position, that the activities and the achievements that is expected in a new leader, are consistent. The profile of demands therefore has to be correct so that the wrong candidate is not ultimately selected.
Consequently, in order to know whom to search for, and ultimately recruit, when appointing an executive vacancy it is vital for the given organisation to be clear about what kind of leadership that is needed and most suitable. Even though the concept of leadership may be hard to exactly define, the searching organisation will have to be able to somehow create and clearly express a wanted leadership profile of demands.

A common definition of leadership that Bryman (1997) emphasizes is the act of influencing activities of an organised group. Meijer (2010-03-04) also share this definition of leadership when announcing that the art of leadership is about the ability to influence and make a group of individuals achieve and perform. This influence can, as finely expressed by Bengtsson (2010-03-23), be seen as a kind of psychological contract between the leader and the ones choosing to be led. Subsequently, they both agree upon that the ability to influence is a vital personal element in order to lead. So, connecting back to the presented importance of an effective organisational leadership; the query in what then can be considered to be effective leadership has been one major concept in our study and our findings will further be discussed.

In our search for knowledge in what is assumed to be an effective leadership, we found that Bass and Riggio (2005), among others, explained that the organisational labour of today is required to be more self-governing as organisational tasks have become more flexible and independent in their nature. For this reason, a leadership that is able to inspire and motivate independent performance is required. Moreover, as described by Manz and Sims (2001), employees today are increasingly well educated and moreover, self-fulfilment is becoming a dominant value. So, the role of the leader has come to change. Of course authoritarian leaders still exist, and as Carlsson (2010-03-03) pointed out; it should be considered that all need some degree of guidelines and frameworks in their work to be able to act efficient, but they are no longer the norm. Instead, leaders are expected to listen and be responsive. Here, Bass and Riggio (2005) illustrate that mentoring, coaching, empowering and developing are some expected leader behaviours necessary and subsequently seen as effective for today’s leaders.

As we researched more in the area of effective leadership, we came across the work by Den Hartog et al (2007) which explained that models which describes charismatic, transformational or inspirational leadership has become very popular, in the last two decades. These leadership views were presented by Bryman (1997) as the “new leadership approaches” where the main focus of leaders was to articulate visions and function as managers of
meaning with the capacity to empower their followers. Though, as stated by Manz and Sims (2001) empowerment is no longer a new management trend but rather a necessity for survival. Carlsson (2010-03-03) also underlined that individuals, naturally, do need to feel motivation and participation in their work to perform and that it is crucial for a leader to create an open environment where individuals are free to act upon their own initiatives. Although the positive aspects of an effective and empowering leadership are many, Bass and Riggio (2005) explained that there is always a risk when empowering people if the followers’ goals are not aligned with the organisations or if inflexible and negative norms are generated by the followers. Subsequently, as previously announced by Bryman (1997) and the respondents, a leader must still have the ability to influence united organisational action. Moreover, Vardiman et al (2006) presented the existing opinion in the managerial field that “the most effective leaders teach others to be effective leaders of themselves and others (Vardiman et al, 2006:97) and also Bass and Riggio (2005) explained that it is crucial for a leader to develop leadership in those below them. This can be connected to the words by Meijer (2010-03-04), consultant at Mercuri Urval, who explains that it is important that a leader is more interested in influencing others to accomplish by functioning as a support and motivator in the back. Meijer (2010-03-04) continued to state that the leader’s focus, of course, should be at the followers and their development. However, still with a clear result focus.

In the continuous study of ours in effective and empowering leadership, the term SuperLeadership announced by Manz and Sims (2001) was revealed. As explained by Bryman (1997) SuperLeadership has to do with both developing leadership capacity in others and also to nurture them so they are no longer dependent on formal leaders to stimulate their motivation and talents. One important point in this kind of leadership showed to be that the workers must have all the needed information and capacity to be able to exercise their own self- leadership. To this, Carlsson (2010-03-03) agreed when announcing the opinion that a leader’s largest mistake is to act superior and to not share information that concerns all. Rather, Carlsson (2010-03-03) stated, openness and information sharing is vital in order to make it possible for the organisational members to act on their own initiatives.

All together, the theoretical findings in this thesis implies that a leadership with the ability to lead others to lead themselves can be seen as both effective and most suitable in today’s fast paced and diverse organisations. Also the respondents point at the importance of a leader able to inspire and motivate independent actions. However, as stated by the recruitment
consultants, (Bengtsson, 2010-03-23; Carlsson, 2010-03-03; Meijer, 2010-03-04) it is vital to consider at what level the recruited leader will operate and also what kind of organisation that is at hand. This discussion of differences in demand of leadership behaviour between leaders at different levels is an important topic to consider. However, in our study we chose to focus more upon the search for the leader ability of influencing self-leadership, regardless the organisational level where the appointed leader would operate.

Subsequently, like presented by Yukl (2006) an empowering leadership approach may not be appropriate to all individuals and in all situations or organisations. Nevertheless, if it is wanted to enhance an overall amount of the presented effective and empowering leadership, Bass and Riggio (2005) declare that the improvement of the recruitment of the organisation is one way of accomplish it.
6.2. Which methods are used in order to find an effective leader?

The next step in our research was to further investigate how to find these special leaders able to influence and motivate followers to be effective leaders for themselves and others. However, as our research proceeded we discovered that the word “how” is an unattainable one to use within this discussion. It indicates that the process of recruiting a leader can be explained as a recipe where there are steps to follow that indubitably makes the recruit successful. Finding those steps, like finding the ultimate formula valid in all recruitment situations, soon appeared to us as a goal unable to reach. As our research continued we became aware of the complexity present in all recruitment scenarios which makes every recruitment process unique meaning that there is no consistent method that can be applied to all recruitment scenarios. Then again, when investigating existing theory on the subject of leader recruitment and selection we experienced that recruiting a leader often is theoretically described as a recipe unconditionally resulting in success.

One example, previously mentioned, is the seven step model presented by Fernández-Araóz et al (2009), which according to them illustrates how to effectively perform leader selection and recruitment. This is something that we judge as contradictory and probably an explanation to why the process of recruiting a leader sometimes fails. It can be suggested that organisations occasionally choose to take the easy way out, hoping that old routines can assist them in finding the most suitable leader. Or as Fernández-Araóz et al (2009) state, organisations often handle the recruitment of a new leader as an emergency and do for that reason not take the time to consider all possibilities and information available before recruiting. Nevertheless, during dialogues with Carlsson (2010-03-03), consultant at Recruitment International AB, it is evident that in order for a leader recruit to be a success it is necessary to consider each recruit as a unique one who requires different techniques, efforts and amount of time to be used. Moreover, during our research we became aware of the importance in doing so when searching for the special type of leader that we are focusing on in this thesis. Recruiting extraordinary leaders requires a recruitment process just as extraordinary and imaginative in order to find, attract and keep these special leaders with the ability to lead others to lead themselves.
The most important tool used when finding and identifying the special leaders that we are focusing our research on is, as previously discussed, undoubtedly the profile of demands. Meijer (2010-03-04), consultant at Mercuri Urval, stated that the process of recruiting a leader commonly initiates with a meeting where the vacant position is analyzed. Requests and demands, as well as traits, character and personality of the future leader is discussed. These together form a profile of demands and during our research it has become evident that the constitution of the profile of demands will shape the rest of the whole recruiting process which unquestionably makes it a powerful tool.

The profile of demands makes it possible to target the executive search towards places where the kind of leader that the organisation requires most probably will be located. Bengtsson (2010-03-23) discussed the importance in targeting the search towards the places where the target group for that leader vacancy is accessible. Bengtsson (2010-03-23) stated that this can be done through the use of advertising, headhunting and databases. Moreover, Carlsson (2010-03-03) added that the target group can also be employees working in the organisation. Internal recruitment is an important aspect, since it is frequently used when recruiting leaders, especially top-leaders.

During our research we have seen two factors of importance connected to the profile of demands. The first one is connected to the creation of the profile of demands, where the organisation, sometimes with the help from a consultant, is forced to put words on their needs and requirements from a leader. This implies that the organisation carefully have to consider what they need from a leader in order for that leader to function in the organisation. The organisation needs to consider all aspects from what kind of education and previous experience that they need in the new leader, to personality, leadership style and character. Moreover, the organisation must also consider gender, age, ethnicity and other characteristics describing their needs in a future leader. During researching we have seen tendencies towards the fact that organisations do not pay enough attention to this part, in order to resolve their staffing situation as rapid as possible. Yet again, this can be connected to what Fernández-Aráoz et al (2009) expressed considering that organisation often view the recruitment of a new leader as a surprise, a problem in need for an emergent solution.

Connecting this to the search for the special leaders that this thesis is focused on, we judge that organisations actively need to know what kind of leadership that they are searching for
and to describe that in the profile of demands. It is apparent that organisations often focus too much attention towards describing the visible things that they need in the new leader for example education and previous leadership experience. However, leaders with the ability to lead others to lead themselves often need to possess other qualities as well, for example the ability the influence and motivate others, the use of charisma as a leadership strategy and a high level of social competence. These are qualities that the organisation needs to highlight in the profile of demands in order to identify these special leaders.

The second factor of importance connected to the profile of demands is the need for the organisation to target the search towards the right individuals for the position. Once again, we consider it vital for the organisation to take time to assess the techniques available in order to get the most out of the search. During our research it has become evident that in order to target and reach leaders with the ability to lead others to lead themselves the organisation has to use its imagination to catch these individuals attention. Headhunting and internal recruitment is therefore the methods assumingly most used, since they, according to Mileham (2000), allows the organisation to directly contact individuals that they sense are right for the organisation. Yet, as described by Meijer (2010-03-03) headhunting involves the exacting process of attracting and persuading the candidate to accept the job, which occasionally may be a process which power is underestimated within most organisations. However, as told by Bengtsson (2010-03-23) the organisation must not exaggerate itself in desire for a new leader.

Summarizing this section, we judge that the process of finding a leader able to inspire others to lead themselves requires an organisation able to be one step ahead in planning future recruitments, as well as able to develop functioning routines and strategies for long-term use. However, to identify these special leaders the organisation must establish a balance between the use of those long-term plans and the ability to still use imagination and adaptation in the recruitment process, which will help them in finding, attracting and keeping these special leaders with the ability to lead others to lead themselves.
6.3. Which additional circumstances are important in order to find and keep the effective leader?

During our research it has become more and more obvious that the culture of an organisation and what kind of leadership that organisation values are tightly related to each other. For example, an organisation with a centralized structure may not value a leadership style involving empowerment and the perspective where the leader is seen as an inspiring mentor. This implies that the type of leadership that this research is focused on, how leaders lead others to lead themselves, do not function within every organisation. These considerations made us wonder what circumstances, other than those directly connected to the recruiting process, that are of importance in order to identify, recruit and keep this kind of leaders. In this part of the analysis we will mainly discuss two circumstances of importance when recruiting leaders, both related to organisational culture. The first circumstance that has appeared in our research is the fact that the personality and character of the leader, which reflect the leader’s leadership style, must fit the existing culture in the organisation in order for a recruit to be successful and long-term. This was discussed by Stoddard and Wyckoff (2009:35) who displayed a model explaining the different aspects present in the process of selecting a leader; the match-fit model.

Like Stoddard and Wyckoff (2009) pointed at, it is evident that personality, energy and character are the factors that are vital when discussing the kind to leadership that this research is focused at. However, it is also these factors that are most difficult to identify. They cannot be presented in a formal application for a job position; rather it requires actual meetings and several interviews in order to become visible. This justifies what have been mentioned several times in this thesis, that identifying and recruiting leaders with the ability to lead others to leader themselves requires the use imaginative and alternative methods in order to succeed.

The importance of finding a leader whose values and leadership style fit the current culture in an organisation what exemplified by Andersson (2010-05-03), HR-manager at the IKEA store in Kalmar. She clarified that selecting a leader who possesses the same fundamental values as the organisation is what is most prioritized when IKEA is recruiting leaders. Bengtsson (2010-03-23) justified this fact, by stating that she tries to visit the organisation searching for a new leader several times during the recruitment process in order to sense what kind of leader that would be suitable working there. This is also mentioned by Meijer (2010-03-04)
who declares that the organisational culture is a vital factor to take into consideration when recruiting a leader and therefore she visit the organisation to experience the culture, the people working there and their group dynamics.

However, opponents are articulating that leaders should be professional enough to be able to adjust to the needs of the organisation and adapt a leadership style that fits that organisations unique culture and values. However, researching this area it became obvious that doing so might function for short-term employments, but to attract, recruit and keep leaders with the ability and desire to influence others to lead themselves, this is not a sustainable method. The kind of leaders described by Bass (1997) and Manz; Sims (2001) are creative individuals that do not primary see themselves as leaders; they are mentors and guides who use their power to influence their followers to act in a certain way. They are what Andersson (2010-05-03) title as leaders who “lead on the floor” and they get their motivation from interacting with others in the organisation. Those leaders require an organisational culture that allows them to do so and that can only be found in an organisation possessing similar culture and values as the leader.

The second circumstance of importance when recruiting leaders related to organisational culture mainly concerns internal leader recruitment. Internal leader recruitment is quite common, according to Andersson (2010-05-03) about 80 percent of IKEA’s leaders are recruited from within the organisation where they nurture their employees to grow into their role as leaders. Remarkably, Carlsson (2010-03-03) informed us that this is something that organisations seldom have any functioning routines for. Vardiman et al (2006) justified this arguing that the organisational culture plays an important part in deciding who is suitable to take the step from employee to leader. They argued that even though traits, skills and characteristic are important factors, which we discussed previously, they alone provide an incomplete picture.

Vardiman et al (2006) argued that there is a need to further investigate what factors that motivates organisational members to reach their full leadership potential and stay in the organisation long enough to grow from employee to leader. We therefore see a connection to what previously have been discussed, where we talked about the importance of finding an employee that fits the existing culture of the organisation, illustrated by Stoddard and Wyckoff (2009). Recruiting a leader from within the organisation is one way of doing this,
where the leader is being brought up by the organisation to one day be promoted leader and able to learn others the values and culture of the organisation. Our research therefore shows the importance of raising organisations understanding in existing conditions or contextual factors that enable, as well as hinder, employees to grow from employee to leader, or to come in to an organisation from outside to obtain a leader position, in order to identity, select, attract and keep leaders with the ability to lead others to lead themselves.

Additionally, we would here like to mention two other circumstances that affects the finding and keeping of effective leaders, namely, the profile of the recruiter him- or herself and the relationship between the leader and the followers. Even though this has not been our focus in this thesis, these thoughts have emerged throughout our study and we would so like to highlight them.

Naturally, the experience of the recruiter is vital in order to increase the chance of a successful recruitment. However, it can also be discussed if it is also a necessity that the recruiter, who will select a leader, is a leader him- or herself. Maybe it is not possible to recognize and identify a good leader if you are not one yourself. Moreover, the relationship between the followers and the appointed leader is also of great importance. Since the art of leadership is highly contextual, a leader depends on the approval of the followers. It can therefore be argued that a successful recruitment is one where the appointed leader is accepted and allowed to lead.
6.4. What can go wrong in an executive search process?

As earlier stated in this thesis, applying previous constructed routines assuming that one routine or recipe is applicable on all recruitment scenarios, is a method doomed to fail when recruiting leaders. During our research we have presented other mistakes performed by consultants and organisations. Observing them, we question if there are any particular reasons why the process of selecting and recruiting the special leaders that we are focusing our research on, leaders with the ability to lead others to lead themselves, sometimes fail.

During our research we have experienced three main issues related to mistakes in the search for leaders with the ability to lead others to lead themselves.

The first one concerns the profile of demands, which was expressed by Bengtsson (2010-03-23) as one of the most important tools used within the search for a leader. Taking the time and effort to formulate what kind of leader the organisation needs is vital for the recruit to be long-term. We sense that in order to identify leaders able to influence and motivate others, the organisation must actively search for those individuals that are able to do so. That implies that the organisation before initiating the search must have a clear picture in their minds of what they are searching for. It is vital not to simply formulate formal qualities that are valued in a leader, for example skills and previous experiences. The organisation must in addition formulate what qualities they search for in the candidate’s personality and character in order to find these special leaders, since those “informal” qualities are what constitute a leader with the ability the lead others to lead themselves. This was in addition mentioned by Stoddard and Wyckoff (2009) who stated that the assessor of leader candidates must pay less attention to the formal abilities of potential leaders and focus more on their personality and values in order to identify these inspirational leaders.

The next issue concerns the targeting of these special leaders. The method utilized to target the kind of leaders that we are focusing our research on must be carefully considered in order to function. According to Mileham (2009) headhunting is the method commonly used to target leaders. Meijer (2010-03-04) discussed the importance of considering which method to see which one that is most suitable to use in each recruitment situation. During our research we experienced that a balance between using existing recruitment routines together with a bit
imagination is what is best in order to successfully identify, attract and keep inspirational leaders.

The last issue related to mistakes in the process of recruiting concerns organisational culture and the importance of finding a candidate whose leadership style resemble the existing culture. Both Bengtsson (2010-03-23) and Meijer (2010-03-04) highlighted that it is vital to visit the organisation and continue to work tightly with the organisation throughout the whole recruiting process to sense if the candidate’s leadership style truly fits the organisation. It is vital not to depend too much on a consultant to do the job; the organisation must remain active in the search, in order to increase the chance of finding a leader that fits the organisation’s values and culture. This is even more important when searching for these types if leaders since their leadership style need to be connected to the organisational culture in order to function.
6.5. Finally, are leaders with the ability to lead others to lead themselves searched for and found in a recruitment process?

Since our main objective of this study has been to gain knowledge in what ways leaders with the ability to lead others to lead themselves are identified, recruited and searched for, we have as previously presented, focused our research in the areas of effective (empowering) leadership, which eventually leads to self-leadership, and on the process of appointing these effective leaders. Throughout the process of this study we have so generated the belief that, which is also reflected by Kirkpatrick and Locke (1991), it is crucial to use the knowledge available in the art of leadership and its circumstances in order to thereafter select and train leaders effectively and correct.

Like Giles (1991) presented, it has been a change in focus over time concerning the appointment of executives. The process used to be more focused on educational background but has now become more focused on merits but also on the ensure that the leaders have the right mindset and way of thinking. Just like Giles (1991) continued to explain, and which we have gained further knowledge in throughout this research, it is an important task of recruiters to make conscious effort in their identification of candidates whom also have the suitable way of thinking in the given organisational context. Hence, it has been proved that not only merits and knowledge is enough in a leader, but also the ability to fit in an organisational culture and so inspire the followers to united actions. This statement is also supported by our respondents. For example, Meijer (2010-03-04) at Mercuri Urval, underlined the importance of a leader’s idealized influence since a leader whom is looked up to will help to provide a feeling of trust and confidence among the followers. Bengtsson (2010-03-23) here filled in that a leader must have the ability of influencing others to follow, since the organisational goals otherwise will be hard to reach.

Moreover, Manz and Sims (2001) illustrated that an effective SuperLeader must master self-leadership to thereafter encourage and model it for others. Also the recruitment consultants specialized in executive search, Bengtsson (2010-03-23) and Carlsson (2010-03-03), discussed the importance in finding a leader that could serve as a role model and to act on their words by embodying their messages. Otherwise the credibility and trustworthiness of the leadership will be questioned and so failed. This illustrates the importance of a leader to
firstly master self-leadership and personal empowerment in order to then encourage others to follow the example.

However, even though not only experience and skills have shown to be important in a functioning leadership, our research shows that an encouraging, guiding and empowering leader is not explicitly requested when an organisation searches for a suitable executive. The focus during a recruitment process is rather to solve the formal problem of filling an executive vacancy and hereby organisations often have a problem in finding words to announce the wanted quality of ability to inspire and motivate the workforce. Consequently, as described by the recruitment consultants (Carlsson, 2010-03-03; Meijer, 2010-03-04; Bengtsson, 2010-03-23), previous experiences, knowledge in the given area and references are factors still weighting higher in a profile of demand.

Here, Meijer (2010-03-04) discussed that for example charisma, as a component in the ability to influence, can be hard to define and especially hard to define and search for as a quality in a potential leader, even though charisma is believed to be of major importance in the art of leadership. Just like Meijer (2010-03-04) explained and which our study has indicated, organisations in their search for an executive may not have on “top of the mind” to call for a person whom can inspire, even though it of course is wanted. However, maybe it is so that in a recruitment process the “gut feeling”, which Meijer (2010-03-04) spoke about, which tells if someone is suitable to work as a leader within a given organisation, plays a bigger role than what is formally presented or believed. Because, as earlier described, it has become evident that there are no recipes on how to recruit the special leaders that we are focusing our thesis on. Instead a diverse pool of tools and aspects, not only with focus on formal expertise, both in an external and internal recruitment process will ultimately lead to the finding of the right leader.

Furthermore, and as a natural conclusion of the analyse above, our study has shown that in order to identify leaders with the ability to lead others to lead themselves it is vital to actively search for those individuals. One way is by target the search towards places where those potential leaders can be found. Like presented by Mileham (2000) one of the most common ways of doing this is by headhunting. In the case of headhunting our study has indicated that in order for it to succeed, recruitment consultants have to have the right skills and ability to make a profound work in the research and investigation of finding a suitable leader. Because,
as our study has illustrated, and like additionally presented by Fernández-Araóz et al (2009), selecting and recruiting a leader is a hard and complex task where mistakes often are committed due to lack of right knowledge and experience.

Moreover, we have presented the opinion that there today is a decline in the interest of empowering and inspirational characteristics in a leader. Somewhat, both Meijer (2010-03-04) and Carlsson (2010-03-03) see a slight down turn in the interest of these characteristics in favour of a demand for leaders whom are not afraid to take the lead, point with the hand and direct an organisation towards the wanted goals. One explanation to this may be our time era of a financial crisis where organisations choose to have more strict regulations and clear guidelines in order to be able to carry on. In connection to this, we will once again highlight the finding that in order for the recruitment process to succeed one have to consider every leader recruitment process separately, since they are very different from time to time and dependent on the leadership preferences expressed by the given organisation.

To then summarize, our research implies that there are different ways of internally and externally search and recruit organisational leaders. Often these different methods are run parallel and one important aspect to here keep in mind is that every recruitment process is unique and so demands different procedures. Moreover, it has been stated that in order for an organisation to appoint the “right” leader, a profound and correct profile of demands must be at hand. The searching organisation must hereby know or find out, for example with the help of a recruitment consultant, what they are searching.

Further, we have presented that what often is seen as an effective leadership suitable in today’s organisations is one that empower their followers and so have the ability to lead others to lead themselves. Another important imply has here been that in order for an individual to successfully lead those empowered team members who are supposed to lead themselves a leader must master self-leadership to thereafter be able to encourage and model it for others. However, it has also been illustrated that this kind of leader may not always be what an organisation explicitly request when searching for a suitable executive. Instead, factors as previous experiences and knowledge in the given area are mostly listed in a profile of demand. Nevertheless, it has also been shown that in order for a leader to influence the followers, factors as personality, character and charisma are vital virtues. In addition, the leader’s way of handling the organisational culture is of importance. Consequently, our
research has revealed that it is vital in the search and recruitment process to take time to assess so that the candidate matches the profile of demands, but also matches the organisation and its culture.
7. Summarizing conclusions

The research in hand has had the objective of investigating and presenting the ways in what ways leader selection is performed. The focus has moreover been at the kind of leadership that has the ability to lead others to lead themselves. In this final thesis chapter we will end the presentation of our research by summarize the main implications of the previous analyse. We will here tie together our findings, the objective and the guiding research questions to so conclude this study.

Throughout the process of our study one major point, important to consider in leader selection, has become evident; In order to select and appoint effective leaders, the searching organisation must be absolutely clear about what they are searching for in an executive. Even though leadership may be a concept hard to define, a profile of demands must be thoroughly articulated to then function as the most important instrument in the search process of a leader.

Further, the theoretical findings in this thesis implies that a leadership with the ability to lead others to lead themselves can be seen as both effective and most suitable in today’s fast paced and diverse organisations. Hereby, mentoring, coaching and empowering are some expected leader behaviours that have shown to be necessary for today’s leaders and as crucial in order for a leader to develop leadership in those below them.

Hence, to then investigate in what ways these leaders able to influence and motivate followers to be effective leaders for themselves and others, are find, it is evident that in order for a leader recruit to be successful it is necessary to consider each recruit as unique. Consequently, every recruit requires different techniques, efforts and amount of time to be used. This is especially important to remember when searching for an executive with the ability to influence to self-leadership, since recruiting extraordinary leaders requires a recruitment process just as extraordinary and imaginative.

Like previously mentioned, the factors connected to the profile of demands have shown to be a crucial guide in a search process. Here, aspects like what kind of education and previous experience that an organisation needs in a new leader, personality, leadership style and character should be present. Moreover, the organisation must also consider gender, age,
ethnicity and other characteristics describing their needs in a future leader. However, it has become apparent that organisations often focus much more attention towards describing the visible things that they need in the new leader, like education and previous leadership experience. Thus, leaders with the ability to lead others to lead themselves also need to possess qualities like ability to influence and motivate as well as charisma and a high level of social competence.

Furthermore, it has become obvious that the culture of an organisation and what kind of leadership that organisation values are tightly related to each other. Our research therefore shows the importance of the searching organisation to understand the existing conditions or contextual factors that enable, as well as hinder, the attraction, identification and selection, of leaders with the ability to lead others to lead themselves. This should be kept in mind despite if the search for an executive is conducted externally or internally.

However, even though not only experience and skills have shown to be important in a functioning leadership, our research shows that an encouraging, guiding and empowering leader is not explicitly requested when an organisation searches for a suitable executive. The focus during a recruitment process is rather to solve the formal problem of filling an executive vacancy and hereby organisations often have a problem in finding words to announce the wanted quality of ability to inspire and motivate the workforce. Therefore, previous experiences, knowledge in the given area and references are factors still weighting higher in a profile of demand.

Nevertheless, it has also been shown that in order for a leader to influence the followers, factors as personality, character and charisma are vital virtues. In addition, the leader’s way of handling the organisational culture is of importance. Consequently, our research has revealed that it is vital in the search and recruitment process to take time to assess so that the candidate matches the profile of demands, but also matches the organisation and its culture.

Conclusively, we can hereby state that the objective of our study has been achieved and the guiding research questions with the aim of; finding out which recognized aspects are present in the executive recruitment- and search process of organisational leaders as well as in what ways leaders with the ability to lead others to lead themselves can be identified and selected, so have been answered and thoroughly examined, illustrated and analysed in this thesis.
References


Respondents:

Andersson Emmy (2010-05-03), Human Resource Manager, IKEA, Kalmar.

Bengtsson (2010-03-23).

Carlsson Benny (2010-03-03), Recruitment Consultant, Recruitment International AB, Malmö.

Meijer Åsa (2010-03-04) Recruitment Consultant, Mercuri Urval, Växjö.
Linnaeus University – a firm focus on quality and competence

On 1 January 2010 Växjö University and the University of Kalmar merged to form Linnaeus University. This new university is the product of a will to improve the quality, enhance the appeal and boost the development potential of teaching and research, at the same time as it plays a prominent role in working closely together with local society. Linnaeus University offers an attractive knowledge environment characterised by high quality and a competitive portfolio of skills.

Linnaeus University is a modern, international university with the emphasis on the desire for knowledge, creative thinking and practical innovations. For us, the focus is on proximity to our students, but also on the world around us and the future ahead.