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Gendered Constructions of Leadership in Norwegian Job Advertisements

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Abstract

Women are traditionally underrepresented in managerial positions, and especially considering top managerial positions. Several factors might contribute to keeping women from reaching their full potential and rise to top positions in corporate contexts (Askehave & Zethsen, 2014). One factor that might contribute to keeping women from rising to these types of positions might be that the wording used in job advertisements do not appeal to them. Thus, the theme of this thesis is the wording used in job advertisements, and how this may have contributed to underrepresentation of women in managerial positions. The theoretical framework used was based on a traditional distinction between masculine and feminine stereotypical traits, such as women being more communal, transformational and relationship-oriented, whereas men are being more agentic, transactional and task-oriented. The present study is a replication study of Askehave & Zethsen (2014) where we used a mixed methods approach and conducted two different studies in order to investigate if job advertisements for Norwegian top management positions were gender biased. In study 1, we collected 50 Norwegian job advertisements and analyzed these into semantic fields and categorized these according to theory on gender stereotypes. Most of the semantic fields (7 out of 9) were identified as male biased. Moreover, findings from this study also suggest that all job advertisements were gender biased, and that an overwhelmingly majority of the advertisements were male biased. For study 2, we conducted a questionnaire with 20 authentic sentences from our corpus of job advertisements and asked potential job applicants to rate each sentence as male or female biased. Findings from this study suggest that the potential job applicants mostly agreed with theory and our findings from study 1 (in 18 out of 20 sentences). In conclusion, these findings imply that job advertisements for top managerial positions in Norway are male-biased, even though most of the job advertisements also mention several female characteristics in their advertisements.

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Introduction

Within the corporate context, a vertical ranking has separated men from women. Men have traditionally been holding top managerial positions, whereas their female counterparts have been positioned further down the hierarchy (Solberg, 2017, p. 89). Invisible barriers keep women from reaching their full potential and rise to top positions in corporate contexts. This phenomenon is known as “the glass ceiling” (Askehave & Zethsen, 2014, p. 531). Even though women have been moving up the hierarchical ladder of organizations during the recent decades, they are still underrepresented in managerial positions (Sczesny, Bosak, Neff & Schyns, 2004, p. 631). Statistics presented by Statistics Norway (SSB) & Eurostat in 2016 found that women only hold 33% of leadership positions in the EU. In Norway, which is subject for the present study, 38% of managerial positions are held by women, which makes Norway above the European average. The percentage of female leaders in Norway is also increasing and has for instance increased by 6% within five years, from 32% in 2011 into 38% in 2016 (SSB/Eurostat, 2016). Moreover, according to The Global Gender Gap Report 2017, Norway close more than 83% of its overall gender gap and is ranked as number two on the global index (World Economic Forum, 2017, p. 10).

Norway has, by international standards, been regarded as successful with respect to facilitating participation of women in the labour market in order to achieve gender equality. For instance, the International Women’s Organization have ranked Norwegian women as the world’s most empowered (Foss, 2005, p. 237-238). Moreover, Norway was the first European country to introduce quota for gender parity in the boardroom when they implemented quota legislation in 2006. This initiative increased women's representation in the boards of Norwegian large companies from 22% in 2004 to 42% in 2009 (European Commission, 2011, p. 13) This law has given Norwegian women more access to economic decision-making positions, making more women able to reach to top management positions and creating more female role models. However, this has not improved the gender balance in managerial positions in companies that are not subject to quotas (European Commission, 2011, p. 58).

Norway also has an emerging positive trend regarding women and education. According to statistics presented by SSB (2017) 61,2% of completed degrees and credits at Universities and University Colleges in Norway are done by women. An increase in higher education among women might also affect the number of female leaders in the future. There has also been an increase in the number of women in managerial positions. In 2002, only 7,7% of Norwegian top managerial positions were occupied by women. Nine years later, in 2011, the proportion of women in top managerial positions has increased to 22,1% (Colbjørnsen, 2013, cited in Solberg, 2017, p. 13-14).

Norway's policy of equal opportunity should in theory make it easier for women to reach managerial positions. However, the Norwegian paradox is that the policy of equal opportunity has not resulted in an increase in the amount of female top executives (Foss, 2005, p. 238). Research performed by Statistics Norway (SSB) show that women are still underrepresented in leadership positions in Norway (Andreassen, 2017). Positive trends are emerging, and the society is rapidly changing, but the progress for including women in managerial positions are relatively slow in most European countries. For instance, within the 200 largest companies in the private sector in Norway, only 7,5% of the top managerial positions were in february 2017 held by women (Core, 2017, cited in Solberg, 2017, p. 15). Several of the largest European companies do not provide a satisfactory and suitable work environment for women to reach their full potential, and especially concerning top management positions (European Commission, 2011, p. 63). Norway is in fact ranked behind countries such as Azerbaijan, Rwanda, Paraguay, Colombia and Nicaragua with respect to the number of women with managerial responsibilities (International Labor Organization, 2015, p. 19). Eurostat's findings from 2016 also state that several countries in the EU are better at integrating females in leadership positions. Latvia (47%), Poland (41%), Slovenia (41%), Lithuania (39%), Hungary (39%) and Sweden (39%) have more female managers than Norway with its 38% (SSB/Eurostat, 2016). This implies that Norway still has great potential for improvement when it comes to including women in managerial positions.

There are several arguments for including women in managerial positions. One of them is that it is the morally right thing to do. An underrepresentation of women in managerial positions based on discrimination is considered as morally wrong. In other words, as a tool to “righting the past wrongs” (Mor Barak, 2014, p. 13). Additionally, according to Norwegian law it is forbidden to discriminate based on gender (Likestillings- og diskrimineringsloven, 2018, §6). Gender inequality is also inconvenient for the organization because women might be equally qualified as male applicants, meaning that the organization might miss out on potential competence, expertise and knowledge (Iversen, 2015a). Research has also suggested that the female leadership style is more effective and leading to more positive outcomes (Eagly & Carli, 2003). Several researchers have therefore argued that women actually make better leaders than their male counterparts, as a result of positive relationships and inspiring and encouraging leadership styles (Eagly & Carli, 2003; Bass & Avolio, 1994; Bass, Avolio & Atwater, 1996). In other words, not making use of women in managerial positions is a waste of resourceful talent (Askehave & Zethsen, 2014, p. 543). This brings us to question why women are still underrepresented in managerial positions?

There are several possible explanations to why women still are underrepresented in managerial positions, such as different work preferences, prioritizing family obligations, and reluctance to pursue management positions (Foss, 2005). Additionally, according to Askehave & Zethsen (2014) another possible explanation might be due to the wording used in job advertisements. Making decisions about the wording used in job advertisements is an important part of the recruitment process and may potentially affect which candidates that will apply for the vacant position. Wording that appeal more strongly to men could prevent women from applying to certain positions and may therefore cause gender inequality in managerial positions. Based on the inequality that European countries are experiencing regarding gender distribution in managerial positions, and the findings from Askehave & Zethsen’s (2014) study in Denmark, we find it interesting to examine the wording used in Norwegian job advertisements for managerial positions.

Literature Review

In this chapter, we aim to explore previous research and provide a theoretical framework for our research questions. The chapter is divided into two sections; the first part concerns wording in job advertisements, and the second part concerns the relationship between gender and leadership styles.

We will start by exploring the theoretical and empirical evidence on the effects of wording in job advertisements. The purpose of presenting previous research on wording is to review existing empirical evidence on whether wording used in job advertisements influence potential job applicants, and why wording may appeal differently to certain people. More specifically, why there are differences between gender in the perceptions of job advertisements. In other words, we aim to explore to what extent wording can be one possible explanation to why women are still underrepresented in top management positions.

In the second part, we will review literature on stereotypical leadership styles that are associated with each gender, in order to gain a better understanding of differences between men and women. The reviewed literature on gender and leadership styles will be used as framework for the present study.

Wording

Backhaus (2004) emphasize the importance of appropriate wording in job advertisements, stating that “the task of business communicators is to find the appropriate words to pique the curiosity of the desired potential workers and encourage them to continue through the application process” (Backhaus, 2004, p. 116). Meaning that the choice of words in an advertisement is important in order to make the potential candidates interested in applying for the job. This is also supported by Blackman (2006) who found that wording is more important than the use of both pictures and the mentioning of career path. Findings from his study also suggest that it is important for the potential applicants to identify with the wording in order to become interested in applying for the position. According to previous research, both specificity and type of information

presented in employment advertisements does affect whether a person decide to apply for a position or not (Born & Taris, 2010).

Research on wording used in job advertisements has been performed for decades. Over 40 years ago Bem & Bem (1973) looked into sex-biased wording in job advertisements. Their findings suggested that job advertisements often discouraged men and women from applying for opposite-sex jobs, even though they were qualified. Especially female applicants were discouraged from applying for sex-biased job advertisements that specifically asked for a male applicant and typical male qualities. The researchers therefore concluded that more women would be interested in applying for a job when the sex-bias is removed, and the wording is perceived as neutral. However, even more women would be interested in applying for a job when the job advertisement contains affirmative action. Since managerial positions are traditionally occupied by men, and connected to male qualities and traits, women may be discouraged from applying these positions.

Recent research has also investigated the effect of linguistic forms on the evaluation of applicants fit for the position, and how linguistic choices affect male and female applicants differently. Horvath & Sczesny (2016) found that linguistic forms had an effect on how suitable a candidate is perceived for high-status leadership positions, but not for low-status positions. These findings further suggest that men are perceived as more eligible for high-status positions than women when masculine forms are used. Furthermore, they found that when positions were advertised with a word pair, both the masculine and feminine version (m/f), female and male were found to fit the position similarly well. These findings indicate the importance of including both the masculine and feminine version of words in order to attract both male and female applicants.

Another reason why job advertisements may appeal differently to men and women may be because differences in gender can affect how the message is perceived. Askehave (2010) investigated this issue and found that men and women agreed that the themes of job advertisements were not particularly

feminine and therefore did not appeal to women in the same way as to men. The researcher also found that none of her female participants would apply for the job based on the male-biased job advertisement. Not because they felt unqualified for the position, but because they believed the advertisement bypassed the qualities that they possessed as managers. Furthermore, Askehave & Zethsen (2014) investigated the wording used in Danish job advertisements, and found that all collected advertisements were gender biased, and that most traits were associated with traditionally masculine attributes. Meaning that job advertisements for top executives would be more appealing for men than for women, based on the use of words. All together, these findings suggest that wording used in job advertisements influence men and women differently.

The wording used in job advertisements may appeal differently to men and women, not only because of linguistic forms, but also as a result of the personal characteristics used to describe the ideal manager. These personal characteristics are closely related to stereotypes, which can be defined as “category-based traits or attributes that are often applied to a group of people as a result of accepted beliefs about the members in the group” (Koch, D’Mello & Sackett, 2015, p. 129). Stereotypes can result in gender biases, meaning that men and women are judged differently as a result of their gender. Several researchers have distinguished traits into two categories of stereotypic gender beliefs: communal attributes and agentic attributes. Communal attributes are typically associated with women and contains being helpful, nurturing, emotionally expressive and affectionate (Koch et al., 2015, p. 129). The concept is also connected to stereotypical assumptions that women are gentler (Bosak & Sczesny, 2008, p. 682), warm and selfless (Eagly & Carli, 2003, p. 818). In contrast, agentic attributes are typically associated with men and concerns being assertive, controlling, dominant, ambitious, independent and confident (Koch et al., 2015, p. 129). Agentic traits are also connected to being individualistic (Bosak & Sczesny, 2008, p. 682) and instrumental (Eagly & Carli, 2003, p. 818).

Traditionally, the leadership role is predominantly masculine, and is strongly connected to agentic qualities. Bosak & Sczesny (2008) studied men’s and

women's self-ascribed fit to leadership positions in job advertisements using agentic and communal traits. Their findings suggested that women judged themselves as less suitable for leadership positions than men, and that this may be a result of women seeing themselves as more communal and less agentic than men. As the stereotypes suggest, agentic qualities are typically associated with leadership positions. This picture of leadership is therefore more closely related to men's self-perception than women's self-perception, causing men to perceive themselves as more fitted to leadership positions than their female counterparts.

Taris & Bok (1998) found that the characteristics most frequently mentioned in job advertisements to a higher degree were considered as female typical rather than male typical. This is contradicting to what have previously been discussed, and it is therefore necessary to clarify that these results were found within the profession of higher education. The researchers argue that this could be dependent on the type of profession, and that the results could have been different in another particular profession. The researchers also found that men to a higher degree experienced that masculine characteristics applied to them, while both genders equally felt that they possessed the feminine characteristics. These results are interesting as they indicate that men could possibly find particular job advertisements to be more attractive than women do. Furthermore, men may also evaluate themselves as more eligible for the position than women. Findings also suggest that women tend to feel less qualified for positions consisting of male personal characteristics and equally qualified for neutral or female personal characteristics. Surprisingly, they also found that women found all positions at least as attractive as men did, meaning that the fact that they felt underqualified did not affect how attractive they found the position (Taris & Bok, 1998). This indicates that women may be interested in top management positions, but that they simply do not apply because they feel underqualified. According to Kling, Hyde, Showers & Buswell (1999) men tend to have more self-esteem than women and this may be a possible explanation for why women felt more underqualified.

While Taris and Bok (1998) looked into personal characteristics, Born & Taris (2010) investigated differences in the presentation of characteristics, where they distinguish between stable traits and behaviors. The researchers found that potential female applicants felt more attracted to job advertisements with a typically feminine profile. Furthermore, women's preference for feminine profiles were found to be stronger when these profiles were presented as stable traits rather than behaviors. In contrast, when the personal requirements were presented as behaviors, women inclined to apply to the same extent to masculine and feminine positions. However, for male applicants there were no preference for either masculine profiles or the presentation of these. This indicate that women are more sensitive to the gender-typicality as well as the presentation forms while men seem to be indifferent to both the gender-typicality and presentation when it comes to job advertisements.

There have also been conducted research specifically on male-dominated occupations, where it has been suggested that job advertisements in these areas contain a greater amount of masculine words than advertisements for female-dominated areas. This contributes to the maintenance of the already existing gender inequality in male-dominated occupations. Findings also suggested that masculine wording in job advertisements lead to a decrease in interest and anticipated belongingness among women (Gaucher, Friesen & Kay, 2011). This implies that masculine wording can reinforce inequality and lead to gender bias.

As implied by the reviewed research, job advertisements seem to appeal differently to men and women. It has been suggested by several researchers that women seem to be more sensitive to gender typicality than men. The use of masculine wording in job advertisements may therefore result in a lack of female applicants as women do not find the wording appealing. We will in the next part of this chapter look further into differences between gender.

Gender and Leadership styles

In empirical research on gender and leadership styles, it has become common to distinguish between masculine and feminine leadership styles. This

distinction has by several researchers been related to transactional and transformational leadership. Transactional leadership is associated with male leadership and concerns exchanging rewards or punishments for the follower's performance (Alimo-Metcalfe, 2010, p. 644). This is a transaction between the leader and the employees. In contrast, transformational leadership is typically associated with female leadership and include being charismatic, inspirational, intellectually stimulating, and individually considerate (Bass, Avolio & Atwater, 1996, p. 9). In other words, a transformational leader will prioritize being inspiring, considerate to the employees' feelings, and stimulate the employees intellectually. The transformational leader will also be able to focus on individuality and differences between the employees (Bass, 2004, p. 193).

Further, one can also distinguish leadership behaviors between task-oriented leadership and relationship-oriented leadership. Task-oriented leadership is related to transactional leadership which is traditionally associated with typical male leadership (Hartog, Caley & Dewe, 2007; Bass & Avolio, 1994). A task-oriented leader will thus primarily focus on activities that are related to the task execution, such as structure, roles and tasks. Further, a task-oriented leader will typically focus mainly on efficiency, productivity and increase in quality. In other words, in achieving the desired results (Høst, 2009, p. 18). A task-oriented leader is therefore often described as being critical, directive, controlling and autocratic (Fiedler, 2006, p. 369). Traditionally, it has also been argued that men are more suitable as leaders as the masculine traits are strongly related to typical leadership traits (Schein, 1975; Hartog et al., 2007). Relationship-oriented leadership is, on the other hand, closely related to transformational leadership which by several researchers has been associated with the female leadership style (Hartog et al., 2007; Bass & Avolio, 1994; Alimo-Metcalfe, 2010). A relationship-oriented leader will primarily focus on positive relationships and helping people through cooperation and teamwork, as well as focusing on well-being and motivation in the workplace (Høst, 2009, p. 18). Relationship-oriented leaders are therefore described as being more democratic, permissive and considerate (Fiedler, 2006, p. 369).

One of the researchers that have examined the relationship between sex role stereotypes and leadership characteristics is Schein (1975). Her findings suggest that managers are perceived to possess more typical male characteristics rather than typical female characteristics. Further, she also found that men tended to favor male traits for leadership positions, while in contrast women rated male and female traits more equally. This is also supported by Koch et al. (2015) which also found that men tend to favor men in decision making processes.

Other researchers have also explored the differences between female and male leadership styles, and the congruence between men and managerial jobs. As previously mentioned there is an existing assumption that management positions have been constructed according to male norms. Billing (2011) questions this continuous connection between the male norm and management positions. She found that some of her interviewees had masculine characteristics themselves and felt that they needed to distance themselves from other women and from roles ascribed to women. In other words, they acted according to the prevalent rules of the game. It is a common assumption that in order for a female leader to succeed in her position, she must adopt to typical masculine behaviors and attitudes (Bass et al., 1996). However, some researchers argue that the days where women needed to play men's games in order to succeed in their position is now gone. As women's style of leadership is closely related to the transformational leadership style, men should now learn to play women's game (Bass & Avolio, 1994; Bass et al., 1996; Eagly & Carli, 2003). Some of the interviewees also said that their colleagues attempted to read them as more traditional women than they actually were. These findings are interesting as they indicate that female leaders still experience prejudice from stereotypes, and that followers expect women to possess both male and female traits when in leadership positions.

When looking at the difference between male and female leadership styles one of the main distinctions is between agentic and communal traits. This theoretical framework is used by Koch et al. (2015) where they relate female leaders with communal traits and male leaders with agentic traits. Other

researchers that have examined this distinction is Katila & Eriksson (2013) which assumed that women usually are perceived as more expressive and communal, while men are perceived as more competent and agentic. Their findings prove that there were in fact differences between the genders. More specifically, the female CEOs are depicted as successful business managers, but lacking interpersonal skills, while the male CEOs are also successful business managers, but they are constructed as naturally competent leaders of people. This reproduces the masculine discourse of management, because the female CEO seem to have lost her feminine advantage in management and have adapted into male traits. These findings question the traditional stereotypical distinction that men and women possess different traits, but rather associate traits with position, claiming that women in leadership positions acquire more agentic traits. This is supported by Bass et al. (1996) and Billing (2011).

As previously mentioned, there have also been a distinction between transformational leadership and transactional leadership relating these to gender stereotypes. Alimo-Metcalfe (2010) stated that women were more likely to use a transformational leadership style, while men were more likely to use a transactional leadership style. Eagly & Carli (2003) also connected the female leadership style to transformational leadership and found that women are more effective as leaders because transformational leadership has been proved to lead to several positive outcomes. Both the female leadership style and the transformational leadership style has a positive, encouraging, and inspiring style, which all are considered as generally positive and effective for the organization. This is also supported by Bass & Avolio (1994) and Bass et al. (1996). Findings from these studies suggest that women make better leaders, as a result of a close positive relationship between female managers and the transformational leadership style. Bass et al. (1996) also found that both men and women equally rated women as more transformational in their leadership style than their male counterparts. This leadership style has been proved to have a strong positive impact on performance on all levels in an organization. Meaning that women were considered as more charismatic, developmentally oriented, and more concerned about ethics, and less self-

serving authoritarians. Female leaders are therefore seen as more effective and satisfying as leaders by their followers. In addition to being considered as more transformational in their leadership style, women were also rated as less passive and were less associated with laissez-faire compared to their male counterparts. However, Eagly & Carli (2003) also found that prejudice in masculine environments may both restrict women's access to leadership positions, and also reduce the effectiveness for females in these positions. Meaning that women are less effective in male-dominated environments than in female-dominated and more supporting environments. This implies that women with their transformational leadership style will be effective leaders, but only when their environments values- and are supporting of their leadership style.

It has also been stated by previous research that men favor masculine traits when recruiting for managerial positions. Alimo-Metcalfe (2010) suggest that because men are more often involved in the hiring process of managerial positions, this may lead to the arise of male-biased criteria for leadership qualities. Meaning that men will hire candidates with leadership qualities that they find important, which is more likely to be related to transactional leadership or masculine traits. This is connected to the decision-making bias named the similarity effect, where decision makers tend to favor candidates that share the same qualities as themselves (Iversen, 2015b, p. 77). This is also supported by Schein (1975) and Koch et al. (2015) which found that men favored men for male-dominated jobs such as leadership positions, but there was no strong preference for either gender for female-oriented jobs or neutral/integrated jobs. These findings imply that women are more likely to be discriminated and especially in male-dominated environments.

The distinction between transactional and transformational leadership has also been applied by other researchers. Hartog et al. (2007) further connected these to task-oriented leadership behavior and relationship-oriented leadership behavior. When categorizing the different words and terminologies used in the advertisements according to the comparative framework, the authors found that terminologies from both relationship-oriented leadership behavior and

transformational leadership were used in 15% of the advertisements, while in contrast terminologies from task-oriented leadership behavior and transactional leadership were mentioned in only 4% of the advertisements. These findings imply that transformational leadership style and relationship-oriented leadership behaviors, both typically associated with stereotypical female traits, were used more frequently than task-oriented leadership behavior and transactional leadership style in job advertisements.

Task- and relationship-oriented leadership have also been explored in a global setting. Sczesny et al. (2004) examined cultural variations of managerial gender typing. Managerial gender typing concerns to which extent managerial traits is consistent with typically male traits. The authors used samples from Germany, Australia and India. Findings suggest that there is an interculturally shared belief that task-orientation is more associated with leadership positions. However, Germans were the only ones who actually favored task-orientation, whereas Indians and Australians responded that they preferred relationship-orientation even though they initially associated leadership with task-orientation. Overall, men in all three countries favored male traits for managerial positions, while females on the other hand rated more equally. This is in accordance with findings from Schein (1975), Koch et al. (2015) and Alimo-Metcalfe (2010) and indicates that gender stereotypes influence leadership perceptions, especially for men.

As already established through existing theory and our previous discussion there is a close relationship between the feminine leadership style and communal attributes, transformational leadership and relationship-oriented leadership. Likewise, there is a close relationship between the masculine leadership style and agentic attributes, transactional leadership and task-oriented leadership. To illustrate this relationship, we have constructed figure 1.

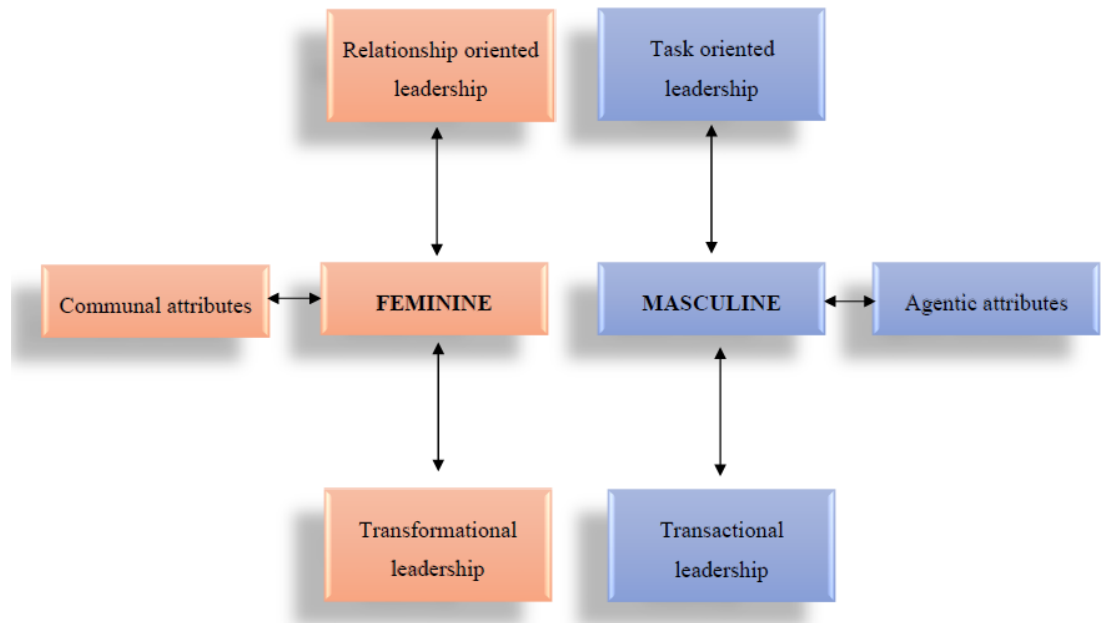


Figure 1: Feminine and masculine leadership styles.

Based on the theory presented in this chapter, we can argue that task-oriented leadership traits, agentic attributes and transactional leadership traits will be more appealing to men rather than to women. Likewise, the theory also indicate that relationship-oriented leadership traits, communal attributes and transformational leadership traits will be more appealing to women. Based on this, the wording used in job advertisement could possibly affect the gender balance among applicants for managerial positions. Hence, this could be one explanation to why men are still overrepresented in leadership positions in Norway today.

The present study

The purpose of this study is to look into the wording used in job advertisements for top managerial positions in Norway. More specifically, we want to examine the relationship between the wording used in job advertisements, and the applicants' gender. This study is a replication of Askehave & Zethsen's (2014) study, which investigated the wording used in Danish job advertisements. More specifically, the researchers explored the

wording used in 39 job advertisements for top executives in Denmark in order to find what leadership identities is presented as necessary or ideal.

Findings suggested that all 39 advertisements used were gender biased, and that most traits were associated with stereotypically and traditionally masculine attributes. These findings contribute to research relevant for understanding women's underrepresentation in leadership positions, claiming that the wording used in job advertisements may be one possible explanation.

To our knowledge, there is a limited amount of similar research on Norwegian job advertisements, despite the challenges we face regarding women in managerial positions. In order to contribute to research that can help us understand why women are underrepresented in top managerial positions in Norway, we find it interesting to replicate this study. Contradicting to the original study, we will therefore investigate the representation of the ideal leader using a sample of Norwegian job advertisements rather than Danish. We find this especially interesting as Norway is ranked above the European average with respect to number of female leaders. Moreover, there is a greater number of women in leadership positions in Norway (38%) than for instance in their neighbor country Denmark (28%) (SSB/Eurostat, 2016). Norway is also ranked as the world's second most gender equal country in The Global Gender Gap Report 2017, over Denmark which is ranked as number 14 (World Economic Forum, 2017, p. 10). We therefore expect Norway to be better at including women in top managerial positions than Askehave & Zethsen's findings from Denmark implies.

Research questions

Due to limited research in this field we wanted to focus our master thesis on Investigating the topic of wording in Norwegian job advertisements for top managerial positions. We wanted to replicate the study of Askehave and Zethsen (2014) in order to be able to compare and contrast our findings from Norway with their findings from Denmark. The research questions used in this study will thus be guided by the previous study by Askehave & Zethsen (2014) and are slightly simplified without changing any of the original content.

Research question 1: How is the ideal leader represented in a sample of Norwegian job advertisements for leadership positions, i.e. which leadership traits are at play?

Research question 2: Do the leadership traits in the job advertisements reproduce and reinforce the stereotypical categorizations of managerial identity?

Research question 3: How do potential applicants perceive the job advertisements? i.e., which gender do potential applicants assign to the leadership traits in the job advertisement; and do their interpretations support or reject the stereotypical categorizations of managerial identity?

Our first research question (R1) concerns what words that are used in order to describe the ideal candidate in Norwegian job advertisements. Our second research question (R2) builds on to this and focuses on stereotypical categorizations with respect to gender and leadership. More specifically, this research question looks into the similarities between the wording used in actual job advertisements and what the theory state about stereotypical categorizations of gender and leadership. The third and last research question (R3) concerns how potential job applicants experience the job advertisements. The third research question aim to validate our future findings from R1 and R2, in other words to investigate whether our own perceptions and analyses are in accordance with potential job applicants perceptions.

These research questions will guide our present study.

Research design

The methodology used in this study is based on the original research by Askehave & Zethsen (2014). We therefore used a mixed methods approach, meaning that we integrated both quantitative and qualitative research within our project (Bryman & Bell, 2011, p. 628). By using this method, we were able to explore job advertisements on managerial positions from a qualitative point of view, and subsequently test the results in real life by using quantitative methods. Similarly to the original study we will collect data from job

advertisements for top managerial positions. Contradicting to the original study, we investigated Norwegian job advertisements rather than Danish. Based on the method used by Askehave & Zethsen (2014) we performed the following two studies:

Study 1: A document analysis, which is a thorough qualitative analysis of the leadership traits at play in Norwegian job advertisements for leadership positions, in order to answer RQ1 and RQ2.

Study 2: A questionnaire study using a quantitative approach, building on the results from Study 1 and eliciting the responses to the job advertisements from potential applicants, in order to answer RQ3.

Based on our choice of research design, we will present the studies in two different chapters. First, we will present both methods and results for our study 1, followed by methods and results for our study 2 in the next chapter. All together, these studies will answer our three research questions.

Study 1: Semantic field analysis of CEO job advertisements

The aim of this study was to figure out how the ideal leader is represented in a sample of Norwegian job advertisements for leadership positions (R1) and if the leadership traits in the job advertisements reproduce or reinforce the stereotypical categorizations of managerial identity (R2). We will in this chapter thoroughly present the methodology used in study 1, followed by a presentation of our main results.

Methodology

In order to answer R1 and R2, we used document analysis, which is a cross-sectional design, where we collected job advertisements for managerial positions within a period of 11 weeks. Data was collected by subscribing to job advertisements for managerial positions posted on Finn, LinkedIn, Nav and Dagens Næringsliv. We also included advertisements from the head-hunting companies Amrop Delphi and Visindi. On January the 15th 2018, we created a

shared email, which were used to subscribe to the advertisements. We received weekly notifications on email from all websites and saved these advertisements continuously. Every other week we systematically went through all received advertisements up to the particular date and sorted out relevant positions. We saved these in different folders at our google disc and registered both the date they were posted and the date they were retrieved by us. We closed the data collection on April the 3rd 2018. The job advertisements were collected from all parts of Norway and did not restrict to one particular geographical area. Moreover, we used a purposive sample for our data collection. Meaning that we collected one particular type of job advertisement in order to investigate this issue.

The total amount of collected job advertisements was 50. Out of these, 32 were chief executive officer positions, 14 were chief municipal executive positions, 3 were secretary general positions and 1 were other top management positions. We used purehelp.no and proff.no in order to determine whether the organizations fulfilled our criterias, which were that the organization had be legally registered in Norway and contain a minimum of 40 employees.

There are several different ways of analysing documents. In this study we performed a qualitative content analysis, which concerns the search of underlying themes in the documents being analyzed, and coding these into different categories or themes (Bryman & Bell, 2011, p. 560). Our analysis in study 1 consist of two steps. The first part concerned categorization and coding of desired traits into semantic fields. Semantic fields are defined as “the idea that words applicable to a common conceptual domain are organized within a semantic field by relations of affinity and contrasts” (Lehrer & Kittay, 1992, p. 3). Meaning that we categorized the words from the job advertisements into clusters of related words. We collected all descriptions of the ideal candidate from our corpus of job advertisements into one document. This document was further used to categorize the words into semantic fields. We did this part of the analysis together rather than individually as we first intended, because neither one of us had experience with working with semantic fields. Therefore, we needed to discuss together and finalize our semantic fields in cooperation.

After finalizing the semantic fields, we systematically went through all job advertisements and investigated which job advertisements that contained words from each semantic field.

The second part consisted of analyzing each of these semantic fields in accordance to the stereotypical masculine and feminine leadership styles. Based on masculine and feminine leadership theory we analyzed if managerial job advertisements supported or contradicted the stereotypical categorizations of managerial identity. We both categorized the different semantic fields, or clusters, into either masculine traits or feminine traits individually, before we discussed our findings together. We both used figure 2 to evaluate whether each semantic field were male or female biased. Figure 2 is a model that we created in order to get an overview of the descriptives from all the related leadership styles and attributes. The model consists of a mix of different descriptives from agentic- and communal attributes, transactional- and transformational leadership styles and relationship oriented- and task-oriented leadership styles. Thus, we divided these descriptives into two categories; feminine- and masculine leadership. In other words, figure 2 is a more detailed version of figure 1, which was presented in the literature review.

Feminine leadership	Masculine leadership
<p>Communal traits</p> <ul style="list-style-type: none"> • Helpful • Nurturing • Emotionally Expressive • Affectionate • Gentle • Warm • Selfless • Expressive 	<p>Agentic traits</p> <ul style="list-style-type: none"> • Assertive • Controlling • Dominant • Ambitious • Independent • Confident • Individualistic • Instrumental • Competent

<p>Relationship-oriented</p> <ul style="list-style-type: none"> • Positive relationships • Helping people • Teamwork • Cooperation • Well-being • Motivation • Democratic • Permissive • Considerate <p>Transformational</p> <ul style="list-style-type: none"> • Charismatic • Inspirational • Intellectually stimulating • Individually considerate • Emphasis on interaction facilitation • Inspiration • Care about employees feelings • Individuality • Differences between employees 	<p>Task-oriented</p> <ul style="list-style-type: none"> • Structure • Roles • Tasks • Efficiency • Productivity • Increased quality • Achieving results • Critical • Directive • Controlling • Autocratic <p>Transactional</p> <ul style="list-style-type: none"> • Exchanging rewards or punishments • Transaction between leader and follower
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Figure 2: Feminine- and masculine leadership.

We found that our observations to a very high degree corresponded with each other, which strengthen the internal reliability of the study (Bryman & Bell, 2011, p. 395). Similarly to Askehave & Zethsen (2014) we conducted a second study to ensure for the internal validity and to investigate if there is a match between our own observations and the theoretical idea of gender constructed job advertisements.

Results

We will in the following part present and discuss our final list of semantic fields. The semantic fields will further be connected to either feminine- or masculine leadership based on our figure 2. The final list consisted of eight characteristics:

Having relevant educational background and experience

Similarly to the original study by Askehave and Zethsen (2014) our first theme involve having a professional background and experience. This involve education, experience, competence and documented results. The theme is consistently represented in 48/50 job advertisements, meaning that almost all the advertisements consist of one or more elements representing this theme. Examples of expressions used in the job advertisements to describe educational background are such as “solid educational background” and “relevant higher education”. Experience was repeatedly described with “solid experience from managerial positions” and “substantial managerial experience”. Furthermore, examples of words used to describe competence were “solid competence”, “professional expertise”, “wise”, “solid understanding”, “competent”. Lastly, “documented results” and “deliver results” were examples to represent documentable results.

According to research performed by SSB more women than men completed higher education within the academic year 2015/16. This research prove that women represent 61,2% of completed degrees and credits at Universities and University Colleges in Norway (SSB, 2017). This may indicate that education to a greater extent will appeal to women. However, most of the adjectives used to describe the educational background, experience, competence and results are very direct or hard words that are stereotypically masculine, such as “solid” and “documented” (Bosak & Sczesny, 2008, p. 682). Moreover, Katila & Eriksson (2013) suggested that being competent were in fact an agentic trait, causing competence to be more related to male characteristics. Previous research performed by Askehave & Zethsen also state that experience is more related to male characteristics (Askehave & Zethsen, 2013). Furthermore,

being confident about own abilities and achievements are described by Koch et al. (2015) as an agentic and stereotypically masculine trait. All together, this may indicate that experience, competence and documented results in general may appeal more strongly to men.

Change management

The second theme concerns change management and development, which is frequently mentioned in a large selection of our corpus of job advertisements. This theme is represented with words such as "change management", "triggered by managing change", "development oriented" and "innovative". At first glance change management may seem gender neutral, but after evaluating the concept we have reached the conclusion that the words in this cluster are related to task-orientation, and therefore also to men (Hartog et al., 2007; Sczesny et al., 2004). Change, development and innovation is often connected to wanting to outcompete the rivals in the market, which is again related to tasks, results and outcomes (Høst, 2009, p. 18). Additionally, change management is connected to the desire to develop, create and achieve new and better solutions. This can be connected to ambitiousness which is an agentic trait (Koch et al., 2015). In conclusion, change management is more closely related to agentic traits and task-orientation and therefore will appeal more to men rather than women.

Analytical and strategic

The third theme concerns analytical and strategic abilities. Examples of words that represent this theme are "analytical abilities", "great analytical capabilities", "strong strategic capabilities" and "ability to think strategically". Previous studies performed by Askehave and Zethsen have suggested that the ability to be analytical can be considered as a masculine ability (Askehave & Zethsen, 2013). Being analytical and strategic are also clearly connected to being task-oriented, prioritizing activities related to the task execution, efficiency, productivity and outcomes (Høst, 2009, p. 18). Furthermore, the use of direct and hard words such as "great" and "strong" are as previously mentioned connected to masculine stereotypes and may therefore appeal more strongly to men.

Having clout

The fourth theme “having clout” usually indicate that a person communicates a sense of power or influence. This can be related to the ability to persuade others or influence others into sharing your opinions or behaving in a certain way. In this theme we have included words such as “influence” (in Norwegian “påvirkningskraft”), “clout”, “clear and natural authority” and “good determination”. The Norwegian word for “influence” (“påvirkingskraft”) and “judgement” (“dømmekraft”) are commonly used in the job advertisements and are literally referring to physical power or strength. This clearly relate this theme to stereotypical masculine traits. Having clout is also related to agentic traits such as being assertive, controlling and dominant (Koch et al., 2015).

Driven

The fifth theme is according to Askehave & Zethsen (2014) typically related to speed and energy. Examples of words that are frequently used within this theme are being “crafty” (in Norwegian “handlekraftig”), “enthusiastic”, “engaged” and having “high ambitions”. These words concern having energy and being ambitious and is according to the theory typically connected to agentic traits (Koch et al., 2015). Furthermore, being “crafty” (“handlekraftig”) is also related to physical power or strength. This together constitutes a strong masculine biased theme.

Result-oriented

The sixth theme consist of words that are linked to being result-oriented, goal-oriented, competitive and having an economic perspective. Examples of words that are represented within this theme are “result-oriented”, “motivated by results”, “cost-effective operations” and “strong commercial understanding”. These words are strongly related to task-oriented leadership which focus on efficiency, productivity and achieving the desired results which implies that this theme is male biased (Høst, 2009, p. 18). This category also contained words that is referring to physical strength or power, such as for example “strong”. This substantiates the male bias in this cluster.

Being stable

The seventh theme concern personal characteristics related to being stable. This involves characteristics such as being “confident” (in Norwegian “trygg”), “independent”, “stable”, “strong”, “having courage”, “being fearless”, “withstand resistance” etc. According to Koch et al. (2015) being confident is an agentic trait. Furthermore, being strong, having courage, being fearless and ability to withstand resistance is also typically masculine traits as they are connected to physical strength or power and authority. Being emotionally stable is also a trait that is more related to men, as women often is described as more emotionally affected. According to the literature, these characteristics are related to agentic qualities which makes them male biased (Koch et al., 2015).

People-oriented

The eighth theme is focused on the ability to actively develop and maintain good relations with others. This involves words associated with relations, communication, integrity and trust. Examples of words that are commonly represented are “being relationship-oriented”, “ability to create good relations and networks”, “good communication skills”, “support”, “unifying”, “warm” and “trustworthy”. These words are typically connected to communal traits such as being helpful, warm and nurturing. Communal traits are according to the theory typically associated with female stereotypical assumptions that women are for instance more affectionate, warm, gentle and selfless (Koch et al., 2015, p. 129; Eagly & Carli, 2003, p. 818; Bosak & Sczesny, 2008, p. 682). Furthermore, being concerned with relations rather than tasks and results, is also connected to relationship-oriented leadership and transformational leadership which is also according to the theory connected to female stereotypes (Hartog et al., 2007; Bass & Avolio, 1994; Alimo-Metcalfe, 2010; Sczesny et al., 2004). This theme is therefore the first cluster of words in which we have identified as female-biased.

Cooperating

The ninth and last theme consist of words related to working with other people. This involves words related to collaboration and cooperation, motivation and inspiration, work environment and culture. Examples of words that is

represented in this theme is “inspirational and motivational”, “good cooperation skills”, “co-operative”, “team oriented”, “good working environment” and “organizational culture”. Collaboration and cooperation with other people is typically associated with relationship-oriented leadership and transformational leadership and is therefore considered to be female-biased (Hartog et al., 2007; Bass & Avolio, 1994; Alimo-Metcalfe, 2010; Sczesny et al., 2004). As previously mentioned, a relationship-oriented leader will prioritize positive relationships through cooperation, teamwork and motivation in the workplace (Høst, 2009, p. 18). Furthermore, being inspirational is connected to transformational leadership and being charismatic. (Bass et al., 1996, p. 9; Bass, 2004, p. 193). Additionally, being affected by external factors such as good working environments and organizational culture is also associated with female traits. This theme is therefore also evaluated as female-biased.

In conclusion, we found that the first seven semantic fields identified in our study 1 were considered as male-biased, whereas the eight and the ninth semantic field group were considered to be female biased. Our overall findings from study 1 do mainly correspond with the findings of Askehave & Zethsen (2014). However, we ended up with two more themes than the original authors. Similarly to the findings of Askehave & Zethsen (2014), we found that most groups were male biased, however, we found that two, rather than one theme were female biased.

When systematically analyzing the job advertisements, we found all job advertisements to be gender-biased. An overwhelmingly majority of the job advertisements used more characteristics from the male themes (having relevant educational background and experience, change management, analytical and strategic, having clout, driven, result-oriented and being stable) rather than characteristics from the female themes (people-oriented and cooperation) in their job advertisements. This indicates that the majority of our corpus of job advertisements are male-biased. The validity of our findings with respect to gender bias will be tested in Study 2.

Study 2: Msc students' perception of job advertisement extracts

We conducted a second study in order to examine if our findings from study 1 were supported by potential job applicants. The aim of our second study was to investigate whether potential applicants perceived the job advertisements as feminine or masculine (R3). Findings from study 2 will therefore indicate if our findings from study 1 is considered as internally valid.

Methodology

This study is based on a quantitative methodology, using a cross-sectional design where we conducted a self-completion questionnaire. The questionnaire was distributed to potential candidates in order to validate our semantic field coding from study 1. To ensure for results that were comparable to Askehave & Zethsen's (2014) findings, we made sure that the conditions in study 2 were as similar as possible to the original study.

In similarity with Askehave & Zethsen (2014), we therefore used a sample consisting of business students, which are representable as potential job applicants. Our selection of respondents were a non-probability sample, more specifically a quota-sample, as we used a predetermined sampling frame.

The data in this study was collected from two Master of Science classes at BI Norwegian Business School in Oslo. The total number of respondents within the two classes consisted of 47 students, in which we received 45 complete questionnaires. After the end of a lecture, the students were encouraged by their professor to stay for an extra 10 minutes in order to contribute to our research. They were then provided with a brief introduction to the questionnaire without revealing the intention of the study. The participants were asked to answer if each sentence in the questionnaire referred to either a male or a female applicant. The questionnaire was ipsative, meaning that the participants were forced to choose between which gender they associated to each sentence. At the end of the survey, we asked if the respondents had any comments. We received comments from 2 participants, where both said it was hard to choose between the genders and wanted a neutral alternative.

Additionally, the respondents were asked about age, gender, and field of study. Most of the respondents (40 out of 45) were full time students studying MSc in Leadership and Organizational Psychology. The remaining 5 were also studying within the field of Organizational Psychology. The respondents were between 22 and 36 years old, with a mean of 25,29. Most of the participants were female (39 out of 45), whereas only 6 of the participants were male. Ideally researchers should strive for heterogeneity of the population, and at least an equal amount of male and female respondents in order to be representative (Bryman & Bell, 2011, p. 189). However, ending up with an overwhelmingly majority of the respondents being female might be interesting in the present study. The aim of the study was, as previously mentioned, to identify one possible reason for why women does not apply for top managerial positions. It is therefore especially interesting and important to study the answers from potential female applicants.

The measurement instruments used in this study were authentic sentences from our cluster of job advertisements. More specifically, we included 20 authentic sentences from our corpus of job advertisements in the survey. Out of these 20 sentences, 9 sentences portrayed a masculine identity according to theory and findings from study 1, and 11 sentences portrayed a feminine identity according to theory and findings from study 1. We had in advance received the original questionnaire from Karen Zethsen by email, and except from translating the questionnaire from Danish to Norwegian and switching out the original sentences with authentic sentences from Norwegian job advertisements, we kept the exact same design.

After the collection of data, we started our analysis. We started with registering the results from paper into excel sheets. In excel we conducted tables, counted how many respondents that answered each sentence to be male or female biased, and calculated this into percentage. We also created diagrams using excel. We compared our results in study 2 with our findings from study 1.

Results

Female or male identity in authentic extracts

Our results from study 2 revealed that the respondents convincingly agree with each other on the gender identity presented in 19 out of 20 extracts. This implies that 60% or more (27 to 18 or more) of the respondents agreed with each other about the gender identity presented. This is also presented in figure 3. In 12 of the extracts there was an agreement among the respondents that there was a female bias. In 7 of the extracts the respondents agreed that there was a male bias. In the last extract the respondents disagreed on the gender identity displayed.

- Displaying a female identity: 12 extracts
- Displaying a male identity: 7 extracts
- Disagreement about what gender identity displayed: 1 extract

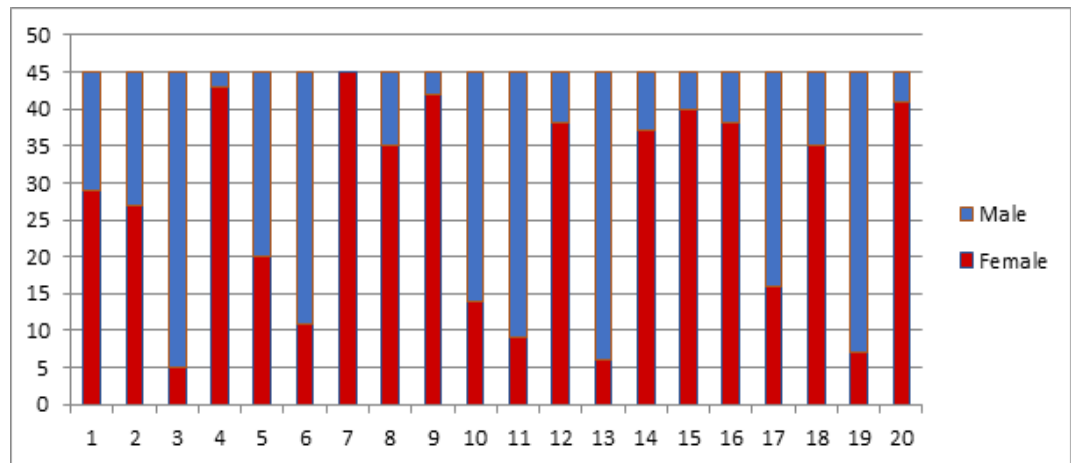


Figure 3: The potential job applicants' perception of male- or female-biased sentences.

In accordance with the original study by Askehave & Zethsen (2014), 11 of the extracts consisted of traits that we in study 1 categorized as female traits. Some of the female biased extracts also contained male traits, but they were not frequently displayed nor overrepresented in the sentences. Furthermore, 9 of the extracts consisted of traits that we categorized as male traits in study 1.

Highest score among extracts containing feminine identity traits

All the 11 traits that contained feminine traits, were convincingly deemed by the respondents to consist a female bias. The two sentences that received the highest scores of female identity votes are rendered below:

“You have the ability to listen, support, motivate and challenge your co-workers” (in Norwegian: Du har evnen å lytte, støtte, motivere og utfordre dine medarbeidere). 45 votes for female identity.

“Relationship-oriented, pedagogical and good at communicating and disseminating” (in Norwegian: Relasjonsorientert, pedagogisk og flink til å kommunisere og formidle). 43 votes for female identity.

The first sentence contains feminine identity traits from both the feminine themes identified in study 1. The word “listen” and “support” belongs to the theme people-oriented, while “motivate” belongs to the theme cooperative. The latter sentence contains of female identity traits such as “relationship-oriented”, “pedagogic”, “communicating” and “disseminating” that all belongs to the theme people-oriented.

Highest scores among extracts containing masculine identity traits

Out of the nine extracts containing masculine traits, seven were convincingly deemed by the respondents to have a male bias. The sentences that had the highest score of male identity votes is rendered below:

“You are extremely hungry for results and have the ability to create extraordinary results” (in Norwegian: Du er ekstremt resultatsugen og har evne til å skape ekstraordinære resultater). 40 votes for male identity.

“We are looking for an analytical manager that has the ability to combine strategic thinking with operational action, and whom is committed to finding solutions and achieving results” (in Norwegian: Vi ser etter en analytisk leder som evner å kombinere strategisk tenkning med operativ handling, og som er opptatt av å finne løsninger og skape resultater). 39 votes for male identity.

The first sentence stresses to a high degree the importance of being result-oriented. This by both using reinforcing words such as “extremely” and by applying the word “results” twice in a very short sentence. The latter sentence consists of words such as “analytical”, “strategic”, “operative” and “results” that belong to the themes analytical and strategic, result-oriented and driven in study 1.

Strongest disagreement among participants and deviation from study 1

The extract that the participants disagreed the most with each other on was the following:

“Taking initiative and being operational with great drive and implementation capacity” (In Norwegian: *Initiativrik og operativ med stor drivkraft og gjennomføringsevne*). 20 votes for female identity and 25 votes for male identity.

Additionally, one of the extracts containing only male identity traits were also convincingly deemed by the respondents to have a female bias.

“We are looking for a CEO that is able to combine a clear strategic leadership with great community involvement, implementation capacity and enthusiasm”. (In Norwegian: *Vi søker en toppleder som kan kombinere et tydelig og strategisk lederskap med stort samfunnsengasjement, gjennomføringskraft og entusiasme*). 29 votes for female identity.

In the first extract presented above, the participants disagreed with each other on the gender identity. According to the themes in study 1, “taking initiative” belongs to the theme having clout while, “operational” and “drive” belongs to the theme driven. Both these themes were in study 1 evaluated as male biased.

In the second extract presented above, the sentence consists of words such as “clear”, “strategic”, “community involvement”, “implementation capacity” and “enthusiasm” that all were placed within themes that were considered male-

biased in study 1. The words “community involvement” and “enthusiasm” were both placed within the theme driven in study 1.

It is clearly that extracts that creates uncertainty or disagreement about gender identity consist of words that are related to the theme driven in study 2.

In conclusion, potential job applicants did convincingly agree with each other on the gender identity presented in 19 out of 20 extracts. The potential job applicants evaluated 12 of the extracts as female biased and 7 of the extracts as male bias. In the last extract, the respondents disagreed on the gender identity displayed. The potential job applicants did to a very large degree validate our findings from study 1, as they agreed with our findings in 18 out of 20 extracts.

Discussion

This study aimed to answer three research questions using two different studies. In our first study, we found a compliance between the wording from existing literature and actual job advertisements. Further, we also found support for the literature’s stereotypical connection between masculine traits and leadership traits. Our second study validated and confirmed our findings from study 1.

We will in the following part discuss our findings from both our studies in depth. The findings from the present studies will also be compared and contrasted with respect to the original study by Askehave & Zethsen (2014). Further, this chapter will include a discussion of strengths and weaknesses of our studies, as well as implications and suggestions for future research.

Study 1

In study 1, we aimed to answer both R1: *How is the ideal leader represented in a sample of Norwegian job advertisements for leadership positions, i.e. which leadership traits are at play?* and R2: *Do the leadership traits in the job advertisements reproduce and reinforce the stereotypical categorizations of managerial identity?* We found that the the language used in Norwegian job

advertisements were in accordance with the theory presented about stereotypically masculine and feminine traits. Furthermore, the results revealed that Norwegian job advertisements reproduce a male-bias to the managerial identity. 7 out of 9 semantic fields, or themes, were evaluated to be male-biased, whereas only 2 were evaluated to be female-biased. In other words, we found that most of the themes were male-biased, which is the same findings as the study of Askehave & Zethsen (2014).

Moreover, words from most of the themes were repeated in all of the job advertisements. Even though we only created two female themes, we discovered that female characteristics such as being good at communication, cooperation and relations were mentioned in some way in all of the job advertisements. However, female characteristics were mentioned less frequently than male characteristics in nearly all of the job advertisements. We therefore found all job advertisements to be gender-biased, whereas an overwhelmingly majority of the job advertisements used more characteristics from the male themes rather than characteristics from the female themes in their job advertisements. This is also in accordance with findings from Askehave & Zethsen (2014). These findings imply that job advertisements for top management positions in Norway will appeal more strongly to men rather than women. This may contribute to the underrepresentation of women in top management positions.

Returning to the previously presented theoretical concepts, men are related to being agentic, transactional and task-oriented, and women are related to being communal, transformational and relationship-oriented. Our findings thus imply that the job advertisements tend to ask for agentic traits to a larger degree than communal traits for top managerial positions. Moreover, job advertisements also tend to value qualities associated with the task-oriented leadership more often than relationship-oriented leadership.

This is interesting, as it is the opposite of the findings from Hartog et al. (2007) which found that terminologies from relationship-oriented leadership behavior and transformational leadership were used more frequently than task-oriented

leadership behavior and transactional leadership style in their corpus job advertisements. However, our findings suggest that the Norwegian job advertisements for top managerial positions tended to emphasize qualities from the transactional leadership style, rather than transformational leadership style, even though the transformational leadership style has been proved effective and successful in leadership by several researchers. Some researchers even go as far as suggesting that transformational leadership in fact is more effective than the transactional leadership (Bass & Avolio, 1994; Bass et al., 1996; Eagly & Carli, 2003). This implies that there to some degree is a deviation between the literature and authentic job advertisements. All together, our corpus of job advertisements presented a one-sided view of management, mostly focusing on qualities that is associated with the typical male manager. However, we find it both interesting and necessary to question some of our findings from study 1. According to Sumantra Ghoshal, theories can become self-fulfilling. Meaning that if a theory gains sufficient currency, it can change people's behavior into becoming in accordance with the theory (Ghoshal, 2005, cited in Kvalnes, 2015). In this context, the theory states that men and women act differently and have different personal characteristics. This may lead people into acting in accordance with theory about stereotypes in order to be accepted, or simply because it seems like the right way to act. In other words, women might act more traditionally and stereotypically female than they actually are, for example by acting more cooperative, supporting and empathetic because of others' expectations. Likewise, men might act more analytical, result-oriented and ambitious than they actually are. Schein (1975) suggested that managers are perceived to possess more typical male characteristics than female characteristics, which might indicate that male managers for instance become more agentic, transactional and task-oriented because they think this is the right thing to do.

Theories connecting the male norm to management positions has been questioned by researchers such as Billing (2011). Other researchers have since stated that women actually make better leaders than men because of their transformational qualities (Bass & Avolio, 1994; Bass et al., 1996; Eagly & Carli, 2003). It can therefore be argued that the assumption that male

characteristics are more associated with management qualities are outdated. We based our analysis in study 1 on previous research and theory that might be less relevant today than it was just a few decades ago. We will therefore challenge some of the themes' relation to gender.

Several of the semantic fields, or themes, were hard to relate to only one gender. For instance, change management which include words such as “triggered by managing change”, “development oriented” and “innovative” were related to being task-oriented, and therefore to male characteristics. However, we perceived this theme as different from the others, and not as easy to relate to existing theory about gender and leadership. We could not find any previous research that explicitly related change management directly to one gender. Our evaluation of this theme was therefore based on theory that only indirectly link change management to male characteristics. We also find it hard to argue that men are more creative and innovative than women. Moreover, the theme driven, which include words such as “enthusiastic”, “engaged” and having “high ambitions” are also hard to relate more to men than to women. This is also supported by our potential job applicants in study 2, where the theme driven created uncertainty or disagreement about gender identity. Both sentences that caused disagreement between our respondents and our findings from study 1 included words such as “drive”, “community involvement” and “enthusiasm” which are related to the theme driven.

One can also question the categorization of the theme of having relevant educational background and experience as male. This theme concerns words such as “solid educational background”, “relevant higher education” and “substantial managerial experience”. Words such as solid and substantial weighted this theme as male, even though having an educational background and experience can be related to both genders. For instance, more women than men completed higher education within the academic year of 2015/16. More specifically, 61,2% of students that completed their education at Universities and University colleges in 2015 in Norway were female (SSB, 2017). In other words, education may to a greater extent appeal to women.

There are also some characteristics that might be argued as necessary in order to succeed in a top management position, especially related to the themes result-oriented and analytical and strategic. The theme of result-oriented concern words such as “result-oriented”, “motivated by results” and “strong commercial understanding”, whereas the theme of analytical and strategic concerns the words “analytical abilities, strong strategic capabilities and “abilities to think strategically”. All of these characteristics are necessary characteristics for a top manager. This is related to the assumption that in order for a female leader to succeed in her position, she must adopt to typical masculine behaviors and attitudes (Bass et al., 1996). A top manager needs to be concerned with results and strategies, regardless of the gender of the applicant.

However, one should not take the theories about gender characteristics too literally. Some men possess more female characteristics than male characteristics, and the opposite. In other words, some women might be equally, or even more result-oriented, analytical and strategic than men. Likewise, men might also be more people-oriented and cooperative than some women. Several researchers have argued that the traditional gender roles no longer are as clear as previously thought, and that they are more liquid in today’s working life. According to Eagly, Johannesen-Schmidt & van Engen (20013) cited in Solberg (2017) women in managerial positions can be more effective, strategic and commercial in their thinking, whereas men can be more listening, warm and depending on being seen when they reach management positions. Women in managerial positions can also appear as powerful, suppress others and exploit others (Solberg, 2017, p. 16). In other words, one should not expect people to follow fixed patterns based in their gender, as people are much more complex than that. Bem (1984) and Solberg (2012) cited in Solberg (2017) has also proved that both gender roles (masculinity and femininity) can be performed by both female and male managers, and that managers may combine these gender roles (Solberg, 2017, p. 17).

Sex-biased job title

As previously mentioned, our sample of job advertisements from study 1 included 14 chief municipal executive positions. This is a result of the Norwegian reform of local government where several of the Norwegian municipalities and counties are merging with each other (The Ministry of Local Government and Modernisation, 2017). The official Norwegian word for chief municipal executive according to Norwegian law is the gender-neutral word “administrasjonssjef” (Kommuneloven, 1992, §22). However, 13 out of 14 chief municipal executive positions used the unofficial and male-biased word “rådmann” (which contains the Norwegian word for man) in their job advertisements. The Norwegian word “rådmann” is a sex-biased job title that actually says man in the title. In contrast, only two out of 14 chief municipal executive positions used the official term “administrasjonssjef”. Findings from Bem & Bem’s (1973) study suggest that more women would be interested in applying for a job when the wording is perceived as neutral, rather than male-sex biased as it is in most of the job advertisements for chief municipal executive positions. This is also supported by Horvath & Sczesny (2016) which suggest that it is important to include both the masculine and the feminine version of words, rather than only the male version of words. Including both versions of words makes it more likely to attract both male and female applicants.

Moreover, 8 out of the total amount of 50 job advertisements encouraged women and other minorities to apply for the positions. This can be seen as an affirmative action, as it is written in order to reduce and prevent past discrimination by giving preference in hiring situations to members of groups that has been discriminated in the past (Mor Barak, 2014, p. 59). Bem & Bem (1973) found that the use of affirmative action in the job advertisement made women more interested in applying for the job. Affirmative action can therefore be said to be a great tool in order to ensure gender balance in management and in the workplace in general.

Two positions asked for “his successor”, in Norwegian “hans etterfølger”, specifically asking for a male applicant, whereas only one advertisement used the phrase “he or she”, in Norwegian “han eller hun”. Using both the masculine and feminine version of words is important in order to attract both male and female applicants (Horvath & Sczesny, 2016). This indicates that the two job advertisements only including the male version will have a negative effect on potential female applicants.

Study 2

In study 2, our aim was to answer RQ3: *How do potential applicants perceive the job advertisements? i.e., which gender do potential applicants assign to the leadership traits in the job advertisement; and do their interpretations support or reject the stereotypical categorizations of managerial identity?* Our findings from this study revealed some differences from the original study by Askehave & Zethsen (2014). We found that potential applicants assigned a feminine identity to the majority of the sentences from job advertisements (12 out of 20 extracts). This is in contradiction to the findings of Askehave & Zethsen (2014) which found that potential job applicants assigned masculine identity to the majority of sentences. Both the replication study and the original study portrayed 9 sentences that had masculine identity according to study 1 and 11 sentences that portrayed a feminine identity according to study 1. Meaning that, in Askehave & Zethsen’s (2014) study, potential applicants assigned one more extract to be masculine than what actually was considered as masculine in study 1. In the replication study the exact same effect was revealed, only for female identity.

In the original study, the potential applicants convincingly agreed that only 3 of the extracts assigned a female identity. Moreover, the potential applicants disagreed on what identity was portrayed in 7 of the extracts. In the replication study, the disagreement among the potential applicants were less visible. In this study, the applicants disagreed only on 1 of the 20 extracts. They convincingly agreed about a masculine identity on 7 of the 9 extracts that were portrayed as masculine in study 1. One explanation to the disagreement among participants in the original study may be due to the fact that the researchers were unable to

find authentic sentences that only consisted of words representing feminine identity. Meaning that, in the original study, most of the extracts that were portrayed as feminine actually consisted of both feminine and masculine words. This may have led to confusion among the participants and caused disagreement and difficulty in assigning the sentences. In the replication study, we aimed to avoid this issue, and mainly used sentences that consisted of either feminine or masculine words. The effect is evident as the disagreement rate has decreased significant.

Our findings from study 2 mainly reveals that the potential applicants strongly agree with our findings from study 1, and that the internal validity of our study therefore can be evaluated as high. Compared to Askehave & Zethsen (2014), our findings seem to be more neutral, meaning that they do not indicate any strong bias against either male or female. However, it is important to mention that the respondents' evaluation of the sentences can have been biased by general stereotypical gender theory. Meaning, that they try to give the "right" answer rather than their personal perception of gender identity. Additionally, they were not given the opportunity to give a neutral answer or claim that gender is not an issue.

Furthermore, it is interesting to analyze the extract where the potential applicants did not agree with the findings in study 1. The only sentence where the potential applicants disagreed with the findings in study 1 was: "*We are looking for a CEO that are able to combine a clear strategic leadership with great community involvement, implementation capacity and enthusiasm*". This extract only contains male identity traits (according to study 1) but was convincingly deemed by the respondents to have a female bias. However, being engaged in the community can perhaps be related to caring about others, commitment and togetherness, and may be one possible explanation to why this sentence was evaluated as female biased. Additionally, being enthusiastic involves expressing positive feelings, communicate energy and involvement. Being emotionally expressive, both in terms of negative and positive feelings, can be related to communal traits (Koch et al., 2015). This is perhaps also an explanation to why this sentence was evaluated as female-biased. Still, the

sentence has a predominance of words that is clearly male-dominant according to the previously presented theory (Askehave & Zethsen, 2014; Askehave & Zethsen, 2013; Høst, 2009). Especially the word “implementation capacity” (In Norwegian: gjennomføringskraft) which in Norwegian is referring to physical strength. Moreover, being “clear” and “strategic” are typically male characteristics from the themes of having clout and analytical and strategic.

Strengths and weaknesses

This thesis is a replication study of Askehave & Zethsen’s (2014) research article “Gendered Constructions of Leadership in Danish Job Advertisements”. Replication is important in order to identify the robustness of results, and especially since the original study was conducted using a very small sample size, which could possibly increase the likelihood of false positives (Ranehill et al., 2015). Askehave & Zethsen (2014) admits that their limited sample is in fact a weakness of the study, as the number of participants in this study is far from the required minimum for quantitative studies. We therefore wanted to use a larger sample than the original study, and included 50 job advertisements in our study 1, whereas Askehave and Zethsen only included 39. Furthermore, we also included 45 respondents in our study 2, while in contrast Askehave & Zethsen only included 21 respondents. We therefore used larger samples in both of our studies, which could be seen as a strength. However, we are aware of our number of respondents for our second study is considered to still be small for quantitative analysis.

For our study 1, we only collected data for a period of 11 weeks. Even though we did receive more job advertisements than Askehave & Zethsen (2014), our data collection period was remarkably shorter than the original study. This decision was made because this was a master thesis, and we did not have time to collect data during an entire year, as the original study did. However, we still find this a weakness because we did not perform the exact same data collection as the original study, and our sample of job advertisements may be affected by the time of year that we collected the data.

Furthermore, for our study 2, we had a majority of female respondents (39 out of 45). In contrast, Askehave & Zethsen (2014) had a majority of male respondents (15 out of 21), which could give different responses. Our results may therefore not be completely comparable.

Practical implications

Our main findings suggest that there is a male-bias in Norwegian job advertisements for managerial positions. Hence, the practical implications developed from this study are therefore that in order to achieve having more women in top managerial positions, one should include more female traits in the job advertisements, making it more likely for women to identify with the job description. It is also important for practitioners and policy makers to have in mind that female leaders make great leaders as their transformational leadership style has been proved effective, positive and inspiring (Eagly & Carli, 2002; Bass & Avolio, 1994; Bass et al., 1996). Practitioners and policy makers should therefore be more appreciative of the female leadership style and actively try to hire more female leaders.

The importance of having experience and capabilities with respect to our two female semantic fields: people-oriented and cooperating, is therefore necessary in order to become a successful leader. Words belonging to these two themes, such as “being relationship-oriented”, “good communication skills”, “warm”, “inspirational and motivational”, and “cooperative” should both mentioned more often and valued as more important. Practitioners and policy makers should also be aware of the setting in which they use the particular feminine or masculine words. The use of female-biased words in the same sentence as male-biased words might be less effective for appealing to female applicants, as male-biased words tend to overrule the softer female words. Furthermore, the use of reinforcing words or words that refer to physical strength such as “solid”, “strong” or “documented” should be avoided, as they tend to make the sentence more male-biased than necessary, and especially in combination with other male-biased words. Moreover, practitioners and policy makers should also stop using sex-biased job titles such as “rådmann” and instead exclusively

use neutral job titles such as “chief municipal executive” (In Norwegian: administrasjonssjef).

Implications for future research

As the present study is a replication study, we aimed to use the same procedure and methods as the original study. However, it would have been alluring to make a more quantitative approach to analysing the job advertisements, systematically looking into each advertisement and counting how many male-biased and female-biased words that were used in each advertisement. We did look into which themes that were mentioned in each job advertisement, but it would have been interesting to also look at the frequency. We considered doing so in our present study but realized that because of its quantitative nature it would have been hard to include without performing a third study, which the scope of this assignment did not allow us. Even though there were only 2 female-biased themes, it would have been intriguing to actually count the frequency of the female-biased words compared to the male-biased words. We experienced that most of the job advertisements mentioned female-biased words, but these words were all belonging in the same two themes. Male-biased words varied more across different themes but were not necessarily used more frequently. This might have made our results look more male-biased than necessary.

It would also have been interesting to collect job advertisements for a longer period than 11 weeks to see if there would have been any different results.

Learning outcomes

Throughout this process we have had the opportunity to acquire useful knowledge about the effect of wording used in job advertisements. We have experienced that men and women relate differently to the wording used in job advertisements, and that this may be one possible explanation to why women are still underrepresented in top management positions.

Furthermore, the process has challenged our reasoning and forced us to be critical towards existing theories and literature about gender and stereotypes.

Are gender stereotypes the same as they used to be, or have the developments in our society changed our stereotypical assumptions about gender? This question has challenged us throughout the process, as we have found it difficult to personally agree that traits related to for example education, competence, energy and drive are related to men. As two ambitious, female master's in leadership students we find it both difficult to accept and to agree that this is in line with reality. Hence, we find that gender identity in today's society is a less dominating factor than what the theory suggests, and that personal characteristics or traits are more gender-independent.

We have also experienced challenges with regards to more practical issues. More concrete, we have experienced personal growth when it comes to collaboration, as we have had to deal with both disagreements and challenges within the writing process. Additionally, when carrying our study 1 we first experienced some uncertainty regarding the concept of semantic fields. We were not familiar with this concept and had to put both time and effort into gaining knowledge about this field. Throughout the process we have learned to allocate relations between words and group them into related themes.

All over, we have gained valuable knowledge about the effect of wording in job advertisements and have become aware of potential biases that may affect whom that choose to apply for positions. Hopefully, this can help us make better decisions with regards to future recruitment settings.

Conclusion

The purpose of this thesis was to explore the wording used in job advertisements, and how this may have contributed to underrepresentation of women in managerial positions. The study was guided by Askehave & Zethsen's (2014) three research questions. In the following paragraph we will summarize our main findings by systematically answering these research questions one by one.

Research question 1: How is the ideal leader represented in a sample of Norwegian job advertisements for leadership positions, i.e. which leadership traits are at play? According to our findings from study 1, the ideal leader is described as agentic, task-oriented and transactional in Norwegian job advertisements for top managerial positions. This is not in accordance with theory, which states that especially transformational leadership is very effective.

Research question 2: Do the leadership traits in the job advertisements reproduce and reinforce the stereotypical categorizations of managerial identity? Findings from study 1 implies that the leadership traits from the job advertisements do both reproduce and reinforce the stereotypical categorizations of managerial identity. Our main finding was that all job advertisements were gender biased, with an overwhelmingly majority being male biased. This is in accordance with the assumption that male traits are closely related to leadership.

Research question 3: How do potential applicants perceive the job advertisements? i.e., which gender do potential applicants assign to the leadership traits in the job advertisement; and do their interpretations support or reject the stereotypical categorizations of managerial identity? Potential applicants did convincingly agree with the literature and our findings from study 1 (in 18 out of 20 sentences), which validates our study 1.

All together, this implies that findings from the present study support Askehave & Zethsen's (2014) findings that most job advertisements for managerial positions are male-biased. Meaning that this study confirmed that Norwegian job advertisements contained more male-biased descriptions and traits rather than female-biased descriptions and traits. Furthermore, we also found that some job advertisements used sex-biased job titles, especially for chief municipal executive positions. According to Bem & Bem's (1973) and Horvath & Sczesny (2016) only including the male version of the positions might make it even less attractive for female applicants.

In other words, Norwegian job advertisements for top managerial positions may appeal more strongly to men rather than to women. Inability to attract female applicants for top managerial positions will most likely affect the representation of women in these positions. Underrepresentation of women in top management positions will hinder Norwegian businesses from benefiting from possible resourceful talent as women tend to make successful leaders because of their connection to transformational leadership (Askehave & Zethsen, 2014, p. 543; Bass & Avolio, 1994; Bass et al., 1996; Eagly & Carli, 2003).

Breaking the glass ceiling and introducing more women to top managerial positions will therefore most likely be beneficial for the organization. In conclusion, Norway and Denmark are similar with respect to the wording used in job advertisements for managerial positions, and still has room for improvement in order to attract and include more women to managerial positions.

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Appendices

Appendix A: Preliminary Master Thesis Report

Summary

We will in this preliminary master thesis report introduce the theme of our thesis, which is the wording used in job advertisements, and how this may have contributed to underrepresentation of women in managerial positions.

In order to investigate this issue, we will replicate the study by Askehave and Zethsen (2014). More specifically, we will investigate the wording used in Norwegian job advertisements for leadership positions. The theoretical framework used will be based on a traditional distinction between masculine and feminine stereotypical traits. As this is a replication study, we will use similar research questions and methodology as the original study. We will also introduce a timetable consisting of our progress plan and internal deadlines.

Study program: Leadership and Organisational Psychology

Title: Wording in job advertisements

Supervisor: Ole I. Iversen

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1.0 Introduction

It has traditionally been argued that women lack characteristics that is crucial to succeed as a leader, that they lack the motivation needed to reach the top and that they have different priorities than men. However, research has stated that the lack of female presence in top management positions is not a result of their lacking qualifications or motivations. Nevertheless, women are struggling with outcompeting males in the selection process. It may be argued that this is simply a result of an unconsciously form of discrimination that often occurs when the decision makers are men themselves. Meaning that female applicants may be equally qualified as male applicants, but they will still suffer from this gender stereotypical bias. Decision makers tend to select people that remind them of themselves and whom shares certain of their desired qualities. But are men really more suitable for leadership positions than women? (Iversen, 2015a).

Historically, management positions have been constructed according to male norms, making it difficult for women to adapt to these norms (Billing, 2011). These invisible barriers keep women from reaching their full potential and rise to top positions in corporate contexts. This phenomenon is known as “the glass ceiling” (Askehave & Zethsen, 2014). Even though women have been moving up the hierarchical ladder of organizations during the recent decades, they are still underrepresented in managerial positions (Sczesny, Bosak, Neff & Schyns, 2004). It is therefore a need for more sophisticated ways of appreciating the experiences of women in relation to management (Billing, 2014).

Statistics presented by Eurostat in 2016 found that women only hold 33% of leadership positions in EU. When looking at the different countries, we see that Norway, which is the subject for the present study, have a larger number of females in leadership positions than for instance their neighbor country Denmark. In Denmark 28% of people in leadership positions are female, while in contrast 38% of the leaders in Norway are female. In other words, Norway is above the European average when looking at the number of female leaders, while Denmark is slightly below average. This is an increase in the number of

female leaders in Norway, compared to the 32% that was measured in 2011 (SSB/Eurostat, 2016). Norway was the first European country to introduce quota for gender parity in the boardroom when they implemented quota legislation in 2006. This initiative increased women's representations in the boards of Norwegian large companies from 22% in 2004 to 42% in 2009. This law has given Norwegian women more access to economic decision-making positions, making more women able to reach to top management positions and creating more female role models. However, this has not improved the gender balance in other managerial positions in large companies or in small companies that are not subject to quotas (European Commission, 2011).

Research performed by Statistics Norway (SSB) show that women are still underrepresented in leadership positions in Norway (SSB, 2017). Positive trends are emerging, and the society is rapidly changing, but the progress for including females in managerial positions is relatively slow in most European countries. Several of the largest European companies do not provide a satisfactory and suitable working environment for females to reach their full potential and especially concerning top positions (European Commission, 2011, p. 63). Norway is in fact ranked behind countries such as Azerbaijan, Rwanda, Paraguay, Colombia and Nicaragua with respect to the number of females with managerial responsibilities (International Labor Organization, 2015, p. 19). Eurostat's findings from 2016 also states that several countries in the EU are better at integrating females in leadership positions. Latvia (47%), Poland (41%), Slovenia (41%), Lithuania (39%), Hungary (39%) and Sweden (39%) have more female leaders than Norway with its 38% (SSB/Eurostat, 2016). This implies that Norway still have great potential for improvement when it comes to including women in managerial positions. There are several possible explanations to why women still are underrepresented in managerial positions, according to Askehave and Zethsen (2014) one of them may be due to the wording used in job advertisements. Wording that appeal more strongly to men could prevent women from applying to certain positions, causing gender inequality in managerial positions.

2.0 Literature Review

In this chapter we aim to explore previous research and provide a theoretical framework for our research questions. We will in the first part of this chapter explore the theoretical and empirical evidence on the effect of wording in job advertisement. In the second part we will review literature on stereotypical leadership styles that is associated with each gender.

2.1 Wording

Decision making regarding wording in job advertisements is a crucial part of the recruitment process and may potentially affect what candidates that actually apply for the position. Attracting a sufficient pool of qualified candidates will increase the likelihood of hiring the most suitable candidate.

This may further lead to several positive organizational outcomes such as for instance increased effectivity, profitability and employee satisfaction.

Backhaus (2004) emphasize the importance of appropriate wording in job advertisements, stating that “the task of business communicators is to find the appropriate words to pique the curiosity of the desired potential workers and encourage them to continue through the application process” (Backhaus, 2004, p. 116).

Blackman (2006) investigated variables that influence the attention job advertisements receives, and the intention to apply for these advertised positions among final-year commerce students. Findings from his study suggest that wording is more important than the use of both pictures and the mentioning of career path. It was also important for the students to identify with the wording in order to become interested in applying for the position. According to previous research both specificity and type of information presented in employment advertisements does affect whether a person decide to apply for a position or not (Born & Taris, 2010).

Research on wording used in job advertisements has been performed for decades. Over 40 years ago Bem & Bem (1973) looked into sex-biased wording in job advertisements. Their findings suggested that job

advertisements often discouraged men and women from applying for opposite-sex jobs, even though they were qualified. Especially female applicants were discouraged from applying for sex-biased advertisements that specifically asked for a male applicant and typical male qualities. Bem & Bem (1973) therefore concluded that more women would be interested in applying for a job when the sex-bias is removed, and the wording is perceived as neutral. However, even more women would be interested in applying for a job when the job advertisement contains affirmative action. In 2018, job advertisements that specifically require one type of gender for a position is no longer commonly used. Although job advertisements today do not request a “cool headed man with a clear masculine voice” as it did in 1973, there are still some biases and traits that are typically connected to the male leadership style which may affect the number of female applicants. Since managerial positions are traditionally occupied by men, and connected to male qualities and traits, women may be discouraged from applying for managerial positions.

As suggested by Bem & Bem (1973) the use of linguistic forms in job advertisements does have impact on applicants self-perceived fit to the position. Recent research has also investigated the effect of linguistic forms on the evaluation of applicants fit for the position, and how linguistic choices affect male and female applicants differently. Horvath & Sczesny (2016) found that linguistic forms had an effect on how suitable a candidate is perceived for high-status leadership positions, but not for low-status positions. These findings further suggest that men are perceived as more eligible for high-status positions than women when masculine forms are used. Furthermore, they found that when positions were advertised with a word pair, both the masculine and feminine version (m/f), female and male were found to fit the position similarly well. This is the first study to investigate the impact of the masculine form combined with (m/f). These findings indicate the importance of including both the masculine and feminine version of words in order to attract both male and female applicants.

Another reason why job advertisements may appeal differently to men and women may be because differences in gender can affect how the message is

perceived. Askehave (2010) investigated this issue and found that men and women agreed that the themes of job advertisements were not particularly feminine and therefore did appeal to women in the same way as men. Especially the female group of participants had a strong opinion that the leadership traits described in the job advertisement were “masculine,” “hard-core,” “business-oriented,” and “traditional” and, therefore did not appeal to them. Furthermore, Askehave (2010) also found that none of her female participants would apply for the job based on the male-biased job advertisement. Not because they felt unqualified for the position, but because they believed the advertisement bypassed the qualities that they possessed as managers. All together, these findings suggest that wording used in job advertisements influence men and women differently.

The wording used in job advertisements may appeal differently to men and women, not only because of linguistic forms, but also as a result of the personal characteristics used to describe the ideal manager. These personal characteristics are closely related to stereotypes, which can be defined as “category-based traits or attributes that are often applied to a group of people as a result of accepted beliefs about the members in the group” (Koch, D’Mello & Sackett, 2015, p. 129). Stereotypes can result in gender biases, meaning that men and women are judged differently as a result of their gender. Several researchers have distinguished traits into two categories of stereotypic gender beliefs. Communal attributes are typically associated with women and concerns being helpful, nurturing, emotionally expressive and affectionate. In contrast, agentic attributes are typically associated with men and concerns being assertive, controlling, dominant, ambitious, independent and confident (Koch, D’Mello & Sackett, 2015). Traditionally, the leadership role is predominantly masculine, and is strongly connected to agentic qualities. Bosak and Sczesny (2008) studied men’s and women’s self-ascribed fit to leadership positions in job advertisements using agentic and communal traits. Their findings suggested that women judged themselves as less suitable for leadership positions than men, and that this may be a result of women seeing themselves as more communal and less agentic than men. As the stereotypes suggests, agentic qualities are typically associated with leadership positions.

This picture of leadership is therefore closer to men's self-perception than women's self-perception, causing men to perceive themselves as more fitted to leadership positions than women.

Taris & Bok (1998) found that the characteristics most frequently mentioned in job advertisements to a higher degree were considered as female typical rather than male typical. This is contradicting to what have previously been discussed, and it is therefore necessary to clarify that these results were found within the profession of higher education. The researchers argue that this could be dependent on the type of profession, and that the results could have been different in another particular profession. The researchers also found that men to a higher degree experienced that masculine characteristics applied to them, while both gendered equally felt that they possessed the feminine characteristics. These results are interesting as they indicate that men could possibly find particular job advertisements to be more attractive than women do. Furthermore, men may also evaluate themselves as more eligible for the position than women. Findings also suggest that women tend to feel less qualified for positions consisting of male personal characteristics and equally qualified for neutral or female personal characteristics. Surprisingly, they also found that women found all positions at least as attractive as men did, meaning that the fact that they felt underqualified did not affect how attractive they found the position (Taris & Bok, 1998). This indicates that women may be interested in top management positions, but that they simply do not apply because they feel underqualified. According to Kling, Hyde, Showers & Buswell (1999) men tend to have more self-esteem than women and this may be a possible explanation for why women felt more underqualified.

While Taris and Bok (1998) looked into personal characteristics, Born and Taris (2010) investigated differences in the presentation of characteristics, where they distinguish between stable traits and behaviors. The researchers found that potential female applicants felt more attracted to employment advertisement with a typically feminine profile. Furthermore, women's preference for feminine profiles were found to be stronger when these profiles were presented as stable traits rather than behaviors. In contrast, when the

personal requirements were presented as behaviors, women inclined to apply to the same extent to masculine and feminine positions. However, for male applicants there were no preference for either masculine profiles or the presentation of these. This indicate that women are more sensitive to the gender-typicality as well as the presentation forms while men seem to be indifferent to both the gender-typicality and presentation when it comes to job advertisements.

There have also been conducted research specifically on male-dominated occupations, where it has been suggested that job advertisements in these areas contain a greater amount of masculine words than advertisements for female-dominated areas. This contributes to the maintenance of the already existing gender inequality in male-dominated occupations. Findings also suggested that masculine wording in job advertisements lead to a decrease in interest and anticipated belongingness among women (Gaucher, Friesen & Kay, 2011). This implies that masculine wording can reinforce inequality and lead to gender bias.

As implied by the reviewed research, job advertisements seem to appeal differently to men and women. It has been suggested by several researchers that women seem to be more sensitive to gender typicality than men. The use of masculine wording in job advertisements may therefore result in a lack of female applicants as women do not find the wording appealing to them. We will in the next part of this chapter look further into differences between gender.

2.2 Gender & Leadership styles

In empirical research on gender and leadership styles it has become common to distinguish between masculine and feminine leadership styles. This distinction has by several researchers been related to transactional and transformational leadership. Transformational leadership is typically associated with female leadership and include being charismatic, inspirational, intellectually stimulating, and individually considerate (Bass, Avolio & Atwater, 1996, p. 9).

In contrast, transactional leadership is associated with male leadership and concerns exchanging rewards or punishments for the follower's performance (Alimo-Metcalfe, 2010, p. 644). Further, one can also distinguish leadership behaviors between relationship oriented leadership and task oriented leadership. Relationship oriented leadership is closely related to transformational leadership and is also associated with females. Task oriented leadership, on the other hand, is related to transactional leadership and traditionally associated with typical male leadership (Hartog, Caley & Dewe, 2007).

Traditionally, it has also been argued that men are more suitable as leaders as the masculine traits are strongly related to typical leadership traits. One of the researchers that have examined the relationship between sex role stereotypes and leadership characteristics is Schein (1975). Her findings suggest that managers are perceived to possess more typical male characteristics rather than typical female characteristics. Further, she also found that men tended to favor male traits for leadership positions, while in contrast females rated male and female traits more equally. This is also supported by Koch, D'Mello and Sackett (2015) which also found that men tended to favor men in decision making processes.

Other researchers have also explored the differences between female and male leadership styles, and the congruence between men and managerial jobs. As previously mentioned there is an existing assumption that management positions have been constructed according to male norms. Billing (2011) questions this continuous connection between the male norm and management positions. She found that some of her interviewees had masculine characteristics themselves, and felt that they needed to distance themselves from other women and from roles ascribed to women. In other words, they acted according to the prevalent rules of the game. It is a common assumption that in order for a female leader to succeed in her position, she must adopt to typical masculine behaviors and attitudes (Bass, Avolio & Atwater, 1996). However, some researchers argue that the days where women needed to play men's games in order to succeed in their position is now gone. As women's

style of leadership is closely related to the transformational leadership style, men should now learn to play women's game (Bass & Avolio, 1994; Bass, Avolio & Atwater, 1996; Eagly & Carli, 2003). Some of the interviewees also said that their colleagues attempted to read them as more traditional women than they actually were. These findings are interesting as they indicate that female leaders still experience prejudice from stereotypes, and that followers expect women to possess both male and female traits when in leadership positions.

When looking at the difference between male and female leadership styles one of the main distinctions is between agentic and communal traits. This theoretical framework is used by Koch, D'Mello & Sackett (2015) where they relate female leaders with communal traits and male leaders with agentic traits. Other researchers that have examined this distinction is Katila and Eriksson (2013) which assumed that women usually are perceived as more expressive and communal, while men are perceived as more competent and agentic. Their findings prove that there were in fact differences between the genders. More specifically, the female CEOs are depicted as successful business managers, but lacking interpersonal skills, while the male CEOs are also successful business managers but they are constructed as naturally competent leaders of people. This reproduces the masculine discourse of management, because the female CEO seem to have lost her feminine advantage in management and have adapted into male traits. These findings question the traditional stereotypical distinction that men and women possess different traits, but rather associate traits with position, claiming that women in leadership positions acquire more agentic traits. This is supported by Bass, Avolio & Atwater (1996) and Billing (2011).

As previously mentioned, there have also been a distinction between transformational leadership and transactional leadership relating these to gender stereotypes. Alimo-Metcalfe (2010) stated that women were more likely to use a transformational leadership style, while men were more likely to use a transactional leadership style. Eagly and Carli (2003) also connected the female leadership style to transformational leadership, and found that women

are more effective as leaders because transformational leadership has been proved to lead to several positive outcomes. Both the female leadership style and the transformational leadership style has a positive, encouraging, and inspiring style, which all are considered as generally positive and effective for the organization. This is also supported by Bass & Avolio (1994) and Bass, Avolio & Atwater (1996). Findings from these studies suggest that women make better leaders, as a result of a close positive relationship between female managers and the transformational leadership style. Bass, Avolio & Atwater (1996) also found that both men and women equally rated women as more transformational in their leadership style than their male counterparts. This leadership style has been proved to have a strong positive impact on performance on all levels in an organization. Meaning that women were considered as more charismatic, developmentally oriented, and more concerned about ethics, and less self-serving authoritarians. Female leaders are therefore seen as more effective and satisfying as leaders by their followers. In addition to being considered as more transformational in their leadership style, women were also rated as less passive and were less associated with laissez-faire compared to their male counterparts. However, Eagly and Carli (2003) also found that prejudice in masculine environments may both restrict women's access to leadership positions, and also reduce the effectiveness for females in these positions. Meaning that women are less effective in male-dominated environments than in female-dominated and more supporting environments. This implies that women with their transformational leadership style will be effective leaders, but only when their environments values- and are supporting of their leadership style.

It has also been stated by previous research that men favor masculine traits when recruiting for managerial positions. Alimo-Metcalfe (2010) suggest that because men are more often involved in the hiring process of managerial positions, this may lead to the arise of male-biased criteria for leadership qualities. Meaning that men will hire candidates with leadership qualities that they find important, which is more likely to be related to transactional leadership or masculine traits. This is connected to the decision-making bias named the similarity effect, where decision makers tend to favor candidates

that share the same qualities as themselves (Iversen, 2015b, p. 77). This is also supported by Schein (1975) and Koch, D'Mello & Sackett (2015) which found that men favored men for male-dominated jobs such as leadership positions, but there was no strong preference for either gender for female-oriented jobs or neutral/integrated jobs. These findings imply that women are more likely to be discriminated and especially in male-dominated environments.

The distinction between transactional and transformational leadership has also been applied by other researchers. Hartog, Caley and Dewe (2007) further connected these to task oriented leadership behavior and relationship oriented leadership behavior. When categorizing the different words and terminologies used in the advertisements according to the comparative framework, the authors found that terminologies from both relationship oriented leadership behavior and transformational leadership were used in 15% of the advertisements, while in contrast terminologies from task oriented leadership behavior and transactional leadership was mentioned in only 4% of the advertisements. These findings imply that transformational leadership style and relationship oriented leadership behaviors, both typically associated with stereotypical female traits, were used more frequently than task oriented leadership behavior and transactional leadership style in job advertisements. This is surprising as men actually possess a higher amount of the leadership positions in corporate businesses.

Task- and relationship oriented leadership have also been explored in a global setting. Sczesny, Bosak, Neff & Schyns (2004) examined cultural variations of managerial gender typing. Managerial gender typing concerns to which extent managerial traits is consistent with typically male traits. The authors used samples from Germany, Australia and India. Findings suggest that there is a interculturally shared belief that task orientation is more associated with leadership positions. However, Germans were the only ones who actually favored task orientation, whereas Indians and Australians responded that they preferred relationship orientation even though they initially associated leadership with task orientation. Overall, men in all three countries favored male traits for managerial positions, while females on the other hand rated

more equally. This is in accordance with findings from Schein (1975), Koch, D'Mello & Sackett (2015) and Alimo-Metcalfe (2010) and indicates that gender stereotypes still influence leadership perceptions, especially for men.

In our study we will use the leadership styles presented above as our conceptual framework in order to investigate the wording used in job advertisements. Before investigating gender bias in job advertisements it is important to acknowledge that the relationship between feminine and masculine stereotypes are more complex than the theoretical framework used. There are other factors than gender that also may influence how an individual relate to the wording used in an advertisement.

3.0 Research questions

The purpose of this study is to look into the wording used in job advertisements for managerial positions in Norway. More specifically we want to examine if there is a relationship between the wording used in job advertisements, and the applicant's' gender. This study is a replication of Askehave and Zethsen's (2014) study which investigated the wording used in Danish job advertisements. More specifically, the researchers explored the wording used in 39 job advertisements for top executives in Denmark in order to find what leadership identities is presented as necessary or ideal. Findings suggested that all 39 advertisements used were gender biased, and that most traits were associated with stereotypically and traditionally masculine attributes. These findings contribute to research relevant for understanding women's underrepresentation in leadership positions, claiming that the wording used in job advertisements may be a possible explanation. To our knowledge, there is limited amount of similar research on Norwegian job advertisements, despite the challenges we face regarding women in managerial positions. In order to contribute to research that can help us understand why women are underrepresented in leadership positions in Norway, we find it interesting to replicate this study. Contradicting to the original study, we will therefore investigate the representation of the ideal leader, using a sample of Norwegian job advertisements. The research questions used in this study will be guided by the previous study by Askehave and Zethsen (2014).

Research question 1: How is the ideal leader represented in a sample of Norwegian job advertisements for leadership positions, i.e. which leadership traits are at play?

Research question 2: Do the leadership traits in the job advertisements reproduce and reinforce the stereotypical categorizations of managerial identity; i.e., construct management as a dominant and patriarchal discourse, or do the job advertisements reflect the ‘de-masculinization of leadership and dissolution of the symbolic cultural connection between men and leadership’, giving way to other ways of talking about, and thus being, a leader?

Research question 3: How do potential applicants perceive the job advertisements? i.e., which gender do potential applicants assign to the leadership traits in the job advertisement; and do their interpretations support or reject the stereotypical categorizations of managerial identity?

4.0 Methodology and analysis

The methodology used in this study will be based on the original research by Askehave & Zethsen (2014). We will therefore use mixed methods approach, more specifically the exploratory sequential mixed methods approach. This will allow us to explore the job advertisements from a qualitative point of view, and subsequently to test the results in real life. Contradicting to the original study, we will investigate Norwegian job advertisements rather than Danish, and because of limitations in time we will collect data from all leadership advertisements and not only from top leadership advertisements. In order to investigate the wording in Norwegian leadership advertisements we will perform the two following studies:

Study 1: A document analysis, which is a thorough qualitative analysis of the leadership traits at play in Norwegian job advertisements for leadership positions, in order to answer RQ1 and RQ2.

Study 2: A questionnaire study using a quantitative approach, building on the results from Study 1 and eliciting the responses to the job advertisements from potential applicants, in order to answer RQ3.

For study 1 we will use document analysis where we collect job advertisements for managerial positions within a three months period. Our selection of job advertisements is broader than the original study performed by Askehave and Zethsen (2014) since we decided to include all job advertisements for managerial positions and not just focus on top executives. We will use websites such as Finn, LinkedIn, Nav and Jobbnorge.

We will categorize words from the job advertisements according to the same seven semantic fields as the original study:

1. Having a professional background and experience
2. Analytical and Strategic
3. Having clout
4. Driven
5. Down to earth
6. Result-oriented
7. Cooperating

Our analysis in study 1 will build on categorizing and coding these words into the theoretical frameworks. Findings from Askehave and Zethsen (2014) found that the only female biased theme is cooperating. The remaining six themes has a male bias. We will examine if there are any differences in Norwegian job advertisements.

For study 2 we will use a quantitative approach where we conduct a survey which we will distribute to potential candidates to validate our coding from study 1. We will in this survey include 20 authentic sentences from our corpus of job advertisements. Out of these 20 sentences 9 sentences will portray a masculine identity according to study 1, and 11 sentences will portray a feminine identity according to study 1. This is the same procedure as Askehave and Zethsen (2014). Replication is important in order to identify the robustness

of results, and especially when the original research use small sample sizes which may increase the likelihood of false positives (Ranehill et al., 2015). We will therefore use a larger sample size for our study 2 including an entire class of business students. Our sample here will be a class of business students as they will be potential job applicants. We will in this part investigate whether respondents would categorize authentic sentences from the job advertisements used in study 1 as male or female biased. We will conduct frequency tables and count how many participants that vote each sentence to be male or female biased.

An example from Askehave & Zethsen (2014):

Ex. 1: You appear as a mature, dynamic and result-oriented manager who possesses natural clout and pondus.

17 out of 21 participants voted this to be male-biased.

5.0 Timetable

Our first phase lasted from August 15th, 2017 until January 15th, 2018. This phase was used mainly to read articles and working with our preliminary master thesis, with an extra focus on the literature review. We met once a week throughout the entire third semester to work with our thesis. We have now finished our introduction, literature review, research questions and have started to plan our methods and analyses.

Phase two will last from January 15th, 2018 until April 5th, 2018. We will in this part of our timetable finish our methodology part for both studies and collect all of our qualitative data for study 1. Phase three will last from April 5th, 2018 until April 30th, 2018. We will in this part start to analyze our data from study 1. We will also collect our quantitative data from business students for study 2. Phase four will last from May 1st, 2018 until June 15th, 2018. We will now finish our analyses from both study 1 and study 2. We will also write the discussion part. Phase five will last from June 15th, 2018 until August 1st, 2018. We will in this phase work on final adjustments and writing up the paper.

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Appendix B: Semantic fields

Cluster 1: Having relevant educational background and experience

Utdannelse

- Relevant høyere utdanning
- Relevant utdanning
- Totalt

Erfaring

- Erfaring
- Ledererfaring
- Bred ledererfaring
- Solid ledererfaring
- Betydelig ledererfaring
- Toppledererfaring

Dokumenterte resultater

- Levere resultater
- Dokumenterte resultater
- Vise til gode resultater
- Dokumenterte solide lederegenskaper

Kompetanse/kunnskap

- Høy kompetanse
- Engelskkunnskaper
- Faglig tyngde
- Svært gode lederegenskaper
- Kunnskap
- Kompetanse
- Kompetent
- Klok
- Formulerer deg godt på norsk og engelsk
- Klokskap
- Kompetanseprofil
- Gode språkkunnskaper
- God breddekunnskap
- Forståelse
- God skriftlig og muntlig fremstillingsevne
- Gode formuleringsevner
- Innsikt
- IT kompetanse
- Solid samfunnskunnskap
- Kompetansekrevende
- Kunnskapsforvaltning
- Dyktig
- Breddeinnsikt
- Relevant fagbakgrunn

- Solid forståelse
- Økonomiforståelse
- Helhetlig oversikt
- Helhetlig forståelse

Cluster 2: Change management

Endringsledelse

- Endringsledelse
- Lede omstillingsprosess
- Gode resultater fra omstilling og endring
- Sterk endringsleder
- Triggas av å lede i endring
- Pådriver for endring
- Evner å stå i endring over tid
- Endringsarbeid
- Endringsprosesser

Omstilling

- Evne til å lede omstillingsarbeid
- Omstilling
- Omstillingsarbeid
- Omstillingsdyktig
- Omstillingsprosesser
- Omstilling og omorganisering

Utvikling

- Utviklingsmuligheter
- Utvikling
- Utviklingsarbeid
- Utviklingsorientert
- Kunnskapsutvikling
- Sikre god utvikling
- Videreutvikle
- Organisasjonsutvikling
- Vekst

Innovasjon

- Nysgjerrig
- Pådriver for nyskapning og utvikling
- Legge til rette for utvikling og innovasjon
- Vilje til å gå nye veier
- Evne til å se muligheter
- Endringsevne
- Innovasjon
- Innovativ
- Nytenking
- Modernisere

- Dynamisk
- Tenke utradisjonelt
- Utforsker
- Skape fremdrift
- Fremtidens leder
- Fremtidens hovedorganisasjon
- Fremtidsorientert
- Morgendagens løsninger

Cluster 3: Analytical and strategic

Analyse

- Analytiske evner
- Analytisk

Strategi

- Strategiske evner
- Tenke strategisk
- Strategisk
- Strategisk overblikk
- Strategisk retning
- Motiveres av strategisk arbeid
- Sterke strategiske egenskaper
- Forankre strategi
- Kommersiell og strategisk forretningstift
- Lede i henhold til strategi
- I samsvar med strategi og handlingsplaner
- Strategi
- Strategiske beslutninger
- Fokus på strategi og forretningsutvikling
- Trives med strategiske oppgaver
- Strategiske utviklingsprosesser
- Strategisk helhet
- Operasjonalisere strategi
- Strategisk sterk
- Strategisk ledelse
- Strategisk anlagt
- Strategiutvikling

Cluster 4: Having clout

Innflytelse

- Stor påvirkningskraft
- Evner å utøve innflytelse
- God forhandlingsevne

Autoritet

- Autoritet
- Tydelig og naturlig autoritet

Beslutningsevne

- Beslutningsdyktig
- Tydelige beslutninger
- Besluttsom
- Evne til å beslutte og gjennomføre
- Beslutningsevne
- Evne til å skjære igjennom og beslutte
- God dømmekraft
- Ta nødvendige avgjørelser
- Prioritere
- Kloke prioriteringer

Initiativ

- Handle på eget initiativ
- Initiere og forhandle
- Initiativrik

Tydelig/Synlig

- Tydelig lederstil
- Synlig lederstil
- Synlig leder
- Synlig
- Tydelig
- Tydelig leder
- Synliggjøre
- Tydeliggjøre
- Fremme
- Tydelighet
- Konsekvent

Cluster 5: Driven

Handlekraftig

- Handlekraftig
- Gjennomføringskraft
- Gjennomføringssterk
- Dokumentert gjennomføringsevne
- Betydelig gjennomføringskraft
- Operativ gjennomføringskraft
- Gjennomføring
- God gjennomføringsevne
- Gjennomføring av strategi
- Handlingsorientert
- Sette dagsorden
- Gripe mulighetsrommet

- Lose krevende prosesser i havn
- Løsningsorientert

Engasjement/Entusiasme

- Genuin interesse
- Engasjert
- Skape entusiasme
- Entusiastisk
- Begeistring
- Samfunnsengasjert
- Sterk motivasjon for samfunnsoppdraget
- Sterkt engasjement
- Interesse for viktige samfunnsoppgaver
- Engasjement og hjerte for
- Skape energi og entusiasme
- Skape engasjement og motivasjon
- Samfunnsoppdrag
- Engasjerende
- Forstå samfunnsoppdraget
- Skape engasjement
- Interesse
- Personlig engasjement
- Engasjement
- Energi
- Genuint opptatt

Ambisjoner

- Høye vekstambisjoner
- Høye ambisjoner
- Ambisjonsrik
- Ambisjoner
- Flere priser
- Proaktiv

Krevende stilling

- Krevende oppgaver
- Krevende stilling
- Utfordrende oppgaver
- Utfordrende stilling
- Sjeldent utfordrende stilling
- Viktigste lederjobbene I samfunnet
- Prestere til betydelige forventninger

Drivkraft

- Pådriverrolle
- Drivende
- Drivkraft

Cluster 6: Result-oriented

Resultatorientert

- Resultatoppnåelse
- Resultatorientert
- Gode resultater
- Resultatansvar
- Resultatoppfølging
- Opptatt av resultater
- Ekstremt resultatsugen
- Skape ekstraordinære resultater
- Skape resultat
- Oppnår gode resultater
- Resultatdialog
- Motiveres av resultater

Økonomi

- Kostnadseffektiv drift
- Sikre fremtidige inntekter
- Komersiell
- Svært sterk kommersiell forståelse
- Kommersielt tankesett

Konkurransen

- Posisjonere
- Utvikle posisjon
- Styrke posisjon
- Konkurransedyktig selskap
- Konkurranseskraft
- Konkurransedyktig

Mål-orientert

- Utvikle mål
- Målbevisst
- Oppnår målsetninger
- Daglig drift i sammenheng med mål
- Nå målet
- God målstyring
- Mål og resultatstyring
- Tydelig mål
- Måltrett
- Målorientert
- Evne til å være veiviser

Cluster 7: Being stable

Stabil

- Stabil
- Trygghet i rollen
- Trygghet
- Trygg
- Beholde roen
- Trygg lederstil
- Trives med sterke personligheter
- Selvstendig
- Mot
- Sterk
- Stolthet
- Jordnær
- Kaldt hode
- Stabil
- Robust
- Modenhet
- Moden leder
- Forutsigbar
- Ansvarlig
- Ta ansvar
- Ansvarliggjøring
- Uredd
- Tåle motstand
- Evne til å håndtere press

Cluster 8: People-oriented

Relasjoner

- Skape gode relasjoner
- Tette relasjoner
- Kultur og relasjonsbygger
- Flink til å skape relasjoner
- Flink til å skape nettverk
- Flink til å opprettholde relasjoner
- Flink til å opprettholde nettverk
- Relasjonsbygger
- Nettverksbygger
- Gode relasjonsferdigheter
- Sterke relasjoner
- Ivareta relasjonen
- Erfaring fra relasjonsbygging
- Reaksjonssterk
- Styrke på relasjon
- Relasjonsorientert

- Tett kontakt med
- Produktive relasjoner

Kommunikasjon

- Kommuniserende
- Gode kommunikasjonsevne
- Skriftlige og muntlige kommunikasjonsevner
- Kommunikativ
- Evne til å kommunisere og samhandle
- Dialog
- Konstruktiv dialog
- Kommunikasjon
- God formidlingsevne
- Styrke på kommunikasjon
- Dialogorientert stil
- Flink til å kommunisere og formidle
- Tydelig kommunikasjon
- God kommunikator
- Formidlingsevne
- Kontakt
- Evne til å oppnå dialog

Medmenneske

- Pedagogisk
- Omgjengelig
- Mellommenneskelig
- Kontaktskapende
- Evne til å se og lytte
- Lytte
- Ærlig
- Åpen
- Stort hjerte
- Får mennesker til å trives
- Varmt hjerte
- Varm
- Medmenneskelig lederstil
- Støtte
- God støttespiller
- Flink til å lytte og ta folk med på råd
- Tilgjengelig
- Nær
- Involverende
- Samlende
- Tett kontakt
- Samlende leder
- Inkluderende lederstil
- Involvere
- Positiv

- Godt humør
- Sosial
- Se hver enkelt
- Glede seg over medarbeidere som lykkes
- Troverdig

Integritet

- Stor bevissthet om integritet og omdømme
- Høy integritet
- Høy etisk standard

Tillit

- Tillit
- Tillitsskapende
- Evne til å bygge tillit
- Tillitsvekkende
- Troverdig
- Tillitsbasert ledelse

Cluster 9: Cooperation

Samarbeid

- Evne til samhandling
- Samarbeid
- Evne til samarbeid
- Godt samspill
- Samhandling
- Gode samarbeidsegenskaper
- Spille på lag
- Samarbeide godt
- Sterke samarbeidsegenskaper
- Lagspiller
- Bidra til godt samarbeid
- Samarbeid fra andre
- Teamarbeid
- Erfaring fra samarbeid
- Teamorientert/Teambygger/Lagbygger
- Nært og godt samarbeid
- Arena for samspill
- Samarbeider lett
- Videreutvikle samarbeidsrelasjoner
- Samarbeidsorientert
- Evne til å utvikle samarbeid
- God forståelse for samhandling
- Lagleder
- Innsikt i samspillet
- Fanger opp signaler
- Aktivt samspill

- Involvere medarbeidere
- Videreutvikle sammen med ansatte
- Bygge gode lederteam

Arbeidsmiljø

- Hyggelig arbeidsmiljø
- Stor vekt på å utvikle arbeidsmiljø
- Godt arbeidsmiljø
- Mangfoldig miljø
- Motiverte medarbeidere
- Best mulig hverdag for de ansatte
- Mangfoldig lederstilling
- Høy trivsel
- Flinke medarbeidere
- Engasjerte medarbeidere
- Medarbeidertilfredshet
- Stimulerende miljø
- Kompetente medarbeidere
- Dyktige medarbeidere
- Kompetent arbeidsmiljø
- Hyggelige kollegaer

Kultur

- Sterk fellesskapskultur
- Opprettholde endringsorientert kultur
- Kulturbygger
- Fremme god intern kultur
- Kultur
- Felles kultur
- Kultur og holdninger
- Erfaring med å bygge arbeidskultur
- Positiv kultur

Motivere/inspirere

- Skape motivasjon/motivere
- Inspirere
- Vilje og evne til å inspirere
- Vilje og evne til å motivere
- Motivert organisasjon
- Motiverende lederstil
- Inspirerende stilling
- Evne til å begeistre og motivere
- Utvikle og motivere ansatte

Appendix C: Representation of Semantic Fields in Job Advertisements

1. Utleiesenteret A/S

- Result-oriented: 2
- People-oriented: 3
- Having clout: 1
- Cooperation: 1
- Having relevant education and experience: 2
- Being stable: 3
- Driven: 1

2. Uninett

- Change management: 5
- Having relevant education and experience: 9
- Analytical and strategic: 2
- People-oriented: 3
- Cooperation: 6

3. Vestfold og Telemark Fylkeskommune

- Change management: 9
- Cooperation: 5
- People-oriented: 4
- Result-oriented: 1
- Driven: 3
- Having relevant education and background: 6
- Being stable: 1
- Having clout: 2
- Analytical and strategic: 2

4. Sørlandet Sykehus HF

- Having clout: 2
- People-oriented: 5
- Change management: 2
- Cooperation: 4
- Driven: 4
- Having relevant education and experience: 3
- Being stable: 1

5. Strand Kommune

- Change management: 6
- Result-oriented: 2
- Being stable: 1
- Having relevant education and experience: 4
- Analytical and strategic: 3
- Driven: 3

- Having clout: 1
- People-oriented: 4
- Cooperation: 3

6. Stortingets administrasjon

- People-oriented: 3
- Cooperation: 3
- Having relevant education and experience: 7
- Driven: 2

7. Storebrand Pensjonstjenester

- Change management: 6
- Driven: 3
- Analytical and strategic: 4
- Being stable: 5
- People-oriented: 3
- Result-oriented: 1
- Cooperation: 6
- Having relevant education and experience: 6
- Having clout: 2

8. St. Olavs Hospital

- Having clout: 1
- People-oriented: 4
- Result-oriented: 1
- Driven: 3
- Change management: 1
- Cooperation: 3
- Being stable: 3
- Analytical and strategic: 1
- Having relevant education and experience: 6

9. Sparebank1 Regnskapshuset

- Result-oriented: 1
- Cooperation: 2
- Having relevant education and experience: 4
- People-oriented: 4
- Analytical and strategic: 2
- Driven: 4
- Change management: 1

10. Siva

- Result-oriented: 1
- People-oriented: 10
- Having clout: 1
- Driven: 5
- Cooperation: 4
- Having relevant education and experience: 6
- Change management: 4
- Analytical and strategic: 1
- Having clout: 1

11. Powel

- Being stable: 1
- Result-oriented: 2
- Change management: 2
- Having clout: 1
- Driven: 1
- Having relevant education and experience: 2
- Cooperation: 1

12. Plan Norge

- Result-oriented: 2
- Having relevant education and experience: 6
- Analytical and strategic: 2
- Driven: 3
- Cooperation: 4
- Change management: 1
- People-oriented: 2

13. PBL – Private Barnehagers landsforbund

- Being stable: 2
- People-oriented: 3
- Having relevant education and experience: 4
- Driven: 1
- Cooperation: 3

14. Patentstyret

- Change management: 6
- Having relevant education and experience: 11
- Cooperation: 1
- Result-oriented: 1
- People-oriented: 3
- Driven: 2

15. NSD – Norsk Senter for forskningsdata

- Cooperation: 7
- Change management: 6
- Analytical and strategic: 2
- Having clout: 2
- People-oriented: 2
- Being stable: 1
- Having relevant education and experience: 7
- Driven: 1

16. Norsk Heiskontroll

- Analytical and strategic: 3
- People-oriented: 2
- Being stable: 1
- Change management: 1
- Result-oriented: 2
- Having relevant education and experience: 6
- Cooperation: 3

17. Norges døvforbund

- Analytical and strategic: 2
- Change management: 2
- Result-oriented: 2
- People-oriented: 2
- Having relevant education and experience: 5
- Driven: 1
- Having clout: 1
- Cooperation: 1

18. Norddal Kommune

- Change Management: 1
- Analytical and strategic: 1
- Having clout: 1
- Cooperation: 5
- Having relevant education and experience: 5
- People-oriented: 2

19. Lyse AA

- Change Management: 3
- Analytical and strategic: 3
- Result-oriented: 2
- Being stable: 3
- Cooperation: 2

- Driven: 4
- Having clout: 3
- Having relevant education and experience: 5

20. Lesja Kommune

- Change management: 12
- Cooperation: 6
- Result-oriented: 2
- Having clout: 3
- Having relevant education and experience: 5
- People-oriented: 5
- Analytical and strategic: 2
- Driven: 4
- Being stable: 2

21. Landbruksdirektoratet

- Having relevant education and experience: 6
- Analytical and strategic: 2
- Cooperation: 3
- People-oriented: 2
- Change management: 1

22. Kvam Kommune

- Cooperation: 6
- Change Management: 4
- People-oriented: 2
- Driven: 6
- Result-oriented: 3
- Having clout: 1
- Analytical and strategic: 2
- Having relevant education and experience: 5

23. Indre Salten Energi

- Analytical and strategic: 1
- Change management: 5
- Having clout: 4
- People-oriented: 9
- Having relevant education and experience: 4
- Cooperation: 3
- Driven: 2
- Result-oriented: 1

24. Kirkerådet

- Change management: 2
- Cooperation: 4
- Having clout: 1
- People-oriented: 5
- Having relevant education and experience: 6
- Driven: 2

25. Indre Østfold Kommune

- Driven: 9
- Having clout: 3
- People-oriented: 13
- Having relevant education and experience: 1
- Cooperation: 4
- Change management: 3
- Being stable: 4
- Analytical and strategic: 2

26. Hustadvika kommune

- Driven: 4
- Cooperation: 9
- Result-oriented: 3
- Change management: 4
- Having clout: 1
- People-oriented: 5
- Analytical and strategic: 1

27. Hovedorganisasjonen Virke

- People-oriented: 9
- Having clout: 5
- Change management: 2
- Driven: 2
- Having relevant education and experience: 9
- Cooperation: 4
- Result-oriented: 1
- Being stable: 1

28. HVM Voss AS

- People-oriented: 3
- Analytical and strategic: 4
- Having relevant education and experience: 7
- Result-oriented: 1
- Being stable: 1

- Having clout: 1

29. Herøy Kommune

- Change Management: 3
- Driven: 1
- Having Clout: 3
- People-oriented: 2
- Having relevant education and experience: 5
- Analytical and strategic: 1

30. Hedmark og Oppland Fylkeskommune

- Result-oriented: 3
- Driven: 6
- Change management: 3
- People-oriented: 14
- Having clout: 4
- Cooperation: 3
- Having relevant education and experience: 16
- Analytical and strategic: 3
- Being stable: 1

31. Hapro

- Driven: 2
- Having relevant education and experience: 6
- Change management: 1
- Being stable: 1
- Having clot: 1
- People-oriented: 2
- Cooperation: 2

32. Grilstad

- Cooperation: 2
- Change management: 1
- Result-oriented: 1
- Having clout: 1
- Driven: 1
- Having relevant education and experience: 1

33. GK elektro

- Having relevant education and experience: 1
- Analytical and strategic: 1
- Change management: 2

- People-oriented: 1
- Result-oriented: 1
- Driven: 1

34. Froland Kommune

- Analytical and strategic: 3
- Driven: 4
- Having clout: 2
- People-oriented: 5
- Result-oriented: 2
- Change management: 5
- Cooperation: 6
- Having relevant education and experience: 7

35. Folketrygdfondet

- Having relevant education and experience: 1
- Result-oriented: 3
- Driven: 2
- Cooperation: 2
- People-oriented: 1

36. Dr. Holms hotel

- Result-oriented: 5
- Cooperation: 6
- Change management: 1
- Having relevant education and experience: 8
- Having clout: 1
- People-oriented: 2
- Being stable: 2
- Driven: 1

37. Design og arkitektur Norge

- Cooperation: 6
- Having relevant education and experience: 9
- Change management: 2
- People-oriented: 2
- Driven: 4
- Analytical and strategic: 1
- Result-oriented: 2
- Being stable: 1
- Having clout: 1

38. Den Norske turistforeningen

- Driven: 5
- Result-oriented: 1
- Cooperation: 3
- Having relevant education and experience: 1
- Analytical and strategic: 1
- People-oriented: 4
- Having clout: 1
- Change management: 1

39. Clarion Bjørvika

- Cooperation: 2
- People-oriented: 3
- Change management: 3
- Driven: 7
- Being stable: 2
- Having relevant education and experience: 2
- Result-oriented: 2

40. Biblioteksentralen

- Change Management: 4
- Cooperation: 4
- People-oriented: 2
- Having relevant education and experience: 6

41. Værøy Kommune

- Having clout: 2
- Result-oriented: 2
- Having relevant education and experience: 5
- Driven: 3
- Change management: 3
- Cooperation: 1
- People-oriented: 4
- Being stable: 2

42. Trondheim Parkering

- Having relevant education and experience: 4
- Change management: 1
- People-oriented: 3
- Being stable: 1
- Analytical and strategic: 1

43. Stiftelsen Kirkens Familievern

- Change management: 2
- Cooperation: 5
- People-oriented: 4
- Having relevant education and experience: 5
- Having clout: 1
- Driven: 1
- Analytical and strategic: 1

44. Nes kommune

- Change management: 6
- Cooperation: 4
- Result-oriented: 1
- People-oriented: 5
- Analytical and strategic: 3
- Driven: 5
- Having relevant education and experience: 7

45. SSB

- Driven: 1
- Having relevant education and experience: 4
- Analytical and strategic: 1
- Being stable: 1
- Having clout: 1
- People-oriented: 2

46. NGU

- Having relevant education and experience: 4
- Cooperation: 1
- Change management: 2
- People-oriented: 3
- Being stable: 1
- Analytical and strategic: 1

47. Meråker kommune

- Cooperation: 5
- Driven: 5
- Having clout: 3
- People-oriented: 4
- Being stable: 4
- Analytical and strategic: 2
- Change management: 2
- Result-oriented: 2

- Having relevant education and experience: 5

48. Kongsvinger kommune

- Cooperation: 2
- Change management: 1
- People-oriented: 1
- Having relevant education and experience: 3
- Analytical and strategic: 1
- Driven: 1

49. DiBK

- People-oriented: 5
- Change management: 4
- Cooperation: 5
- Driven: 3
- Having relevant education and experience: 3
- Analytical and strategic: 3
- Result-oriented: 1

50. Oslo kommune

- Being stable: 1
- Analytical and strategic: 1
- Result-oriented: 3
- Change management: 5
- Having clout: 4
- People-oriented: 10
- Driven: 5
- Cooperation: 5
- Having relevant education and experience: 7

Appendix D: Evaluation of masculine and feminine words (Example)

Stillingsutlysning: 1

Utleiesenteret A/S Administrerende direktør

Maskulin	Feminin
hardt arbeide	høy servicegrad
kosteffektiv drift	skape gode relasjoner
<i>solid</i> utdanning	samarbeide
trives med sterke personligheter	tette relasjoner
trygghet og modenhet	
initiere og forhandle	
<i>solid</i> selskap	
høye vekstambisjoner	
<i>solid</i> eierskap	
uformell kultur	
uhøytidelig kultur	
<i>solide</i> betingelser	
administrerende direktør	
salg og markedsrelatert erfaring (relevant erfaring)	

Appendix E: Questionnaire Study 2

Undersøkelse – stillingsannonser

Les de følgende 20 setningene (som er utdrag fra norske stillingsannonser til topplederstillinger). Avgjør i hvert enkelt tilfelle, om setningen først og fremst skaper et bilde av en **kvinnelig** eller en **mannlig** leder.

Slik gjør du:

- **Sett kryss ved K**, hvis du mener setningen først og fremst beskriver en **kvinnelig leder**.
- **Sett kryss ved M**, hvis du mener setningen først og fremst beskriver en **mannlig leder**.

SETT KUN ETT KRYSS VED HVER SETNING!

TEKSTUTDRAG FRA STILLINGSANNONSER	K	M
1. Vi søker en toppleder som kan kombinere et tydelig og strategisk lederskap med stort samfunnsengasjement, gjennomføringskraft og entusiasme.		
2. Vi ser etter en tillitsvekkende, visjonær og kommunikativ leder med utpregede nettverksbyggende evner.		
3. Du er ekstremt resultatsugen og har evne til å skape ekstraordinære resultater.		
4. Relasjonsorientert, pedagogisk og flink til å kommunisere og formidle.		
5. Initiativrik og operativ med stor drivkraft og gjennomføringsevne.		
6. Det kreves høyere utdanning, relevant ledererfaring og svært gode lederegenskaper.		
7. Du har evnen å lytte, støtte, motivere og utfordre dine medarbeidere.		
8. Vi legger vekt på evne til å inspirere og motivere, og at ny administrerende direktør har gode kommunikasjonsevner og fremstår som en trygg, engasjerende og samlende leder for bedriften.		
9. Fremme et godt arbeidsmiljø og intern kultur.		
10. Gode lederegenskaper og fortrinnsvis dokumenterte resultater innen endringsledelse og ledelse av ledere.		
11. Du er selvstendig og trigges av å lede i endring.		
12. Fleksibilitet og gode samarbeidsevner er viktige personlige		

egenskaper, og gode kommunikasjonsevner er en forutsetning.		
TEKSTUTDRAG FRA STILLINGSANNONSER (fortsettelse)	K	M
13. Vi ser etter en analytisk leder som evner å kombinere strategisk tenkning med operativ handling, og som er opptatt av å finne løsninger og skape resultater.		
14. Inkluderende og motiverende lederstil med evne til å bygge tillit internt og eksternt.		
15. Stillingen krever gode kommunikasjons- og relasjonsbyggende egenskaper på alle nivå, samt en lederstil som motiverer til godt samarbeid både internt og eksternt.		
16. Du er en samlende teambygger og relasjonsbygger, som engasjerer og motiverer.		
17. Ambisjonsrik og entusiastisk med stor arbeidskapasitet.		
18. Du utøver tillitsbasert ledelse, virker samlende og gir retning.		
19. Du fremstår med tydelighet og naturlig autoritet.		
20. Du samarbeider lett og får mennesker rundt deg til å trives.		

Kjønn:

Alder:

Studie:

Evt. kommentarer: