

Garuda[®] Research Institute

Human Resource Management & Development

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Differences Between Danish and Swedish Management

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Table of Contents

Introduction

How are we prejudiced against each other?

The Investigation Method

The Head-Heart Leg model

The Social versus the Individual

The head makes a little difference

The heart makes a bigger difference

The legs extend the differences

The Danes obtain results via the Legs, the Swedes via the Heart

CEO's are alike

Qualities in the Personality

Qualification

Other Conclusions

Appendix

Bibliography

Keywords

Cultural differences * Leadership Style * Negotiation Style * Danish-Swedish Leadership and Negotiation Styles.

Abstract

To most non-Scandinavians Danes and Swedes are very much alike. The same language, the same social and democratic political system, and more or less the same history and culture. But there are differences, may be not observable to outsiders, but certainly to the people involved. It is not the same managing an organisation in Sweden and Denmark. Based on personality tests data this article confirms the perceived difference between the two groups. Swedish managers appear more organised, structured, and systematic, as they seek consensus through social processes. The individual strives for power and authority is on the group's terms. The Danes are seen as more undisciplined, impulsive, with a tendency towards the anarchistic, because the individual's strive for power, authority and control is more based on the individual's own terms.

Differences Between Danish and Swedish Management

Introduction

Some years ago the Danish and the Swedish governments decided to build a bridge over Oeresund, the stream that separate Denmark and Copenhagen from Sweden and the city of Malmoe. When the bridge is finished the area of the south west of Sweden and the north east of Seeland is expected to become a new commercial and cultural power centre. An amalgamation of two cities and two people. The area as well as the project is now called the Oerestaden. Among other things these expectations are based on the facts that the language of the two people are seemlier, the political systems and the stage of the economic development are the same and both countries are members of the European Union. The infrastructure will make it easy to commute from one city to the other (10 to 15 min.) and Copenhagen Airport will be an even easier gate to the north of Europe and Scandinavian than it is today.

To most non-Scandinavians, Danes and Swedes are very much alike. The same language, the same social and democratic political system, and more or less the same history and culture. But there are differences, may be not observable to outsiders, but certainly to the people involved. It is not the same managing an organisation in Sweden and Denmark. Just give you one example. One of the World's biggest car manufactures has it Scandinavian car distribution centre in the Copenhagen area and wanted to build a new training and education centre. In the light of the new bridge they decided to place the centre in Malmoe, the Swedish part of Oerestaden. The Swedes wanted to implement a non smoking and non alcoholic policy in the new centre. Such policies are well established in Swedish organisations. The Danes objected. They argued that after meetings and a good day of work the Danes use to socialising and concluding over a beer in the office or in the factory. Therefore, such a policy would be perceived as a more or less authoritarian discontinuation of a well established rights and would hardly be obeyed by the Danes no matter from which hierarchical level it was issued.

The case tells us that in spite of all the similarities there are differences. And the differences are crucial for management and negotiations. I was therefore asked by a committee to enlighten the subject; Differences between Danish and Swedish negotiation- and management styles. My background for the engagement is the fact that Garuda¹ since 1987 has carried out several management development projects in both countries. In all the projects we use our personality analysis, the Competence Profile. The Competence Profile is also used by many Danish as well as Swedish organisations in relation to their development and selection activities. We have data about thousands of Danish and Swedish managers' personality. The question was whether we, via these data, were able to throw light on the differences between Danish and Swedish managers' personality and thus the perceived differences in negotiation- and management style.

I thought it would be possible, therefore we carried out a number of analyses on the personality profiles. Some of our conclusions were surprising to many of us, while other conclusions just confirmed our perception of each other. This article presents some of

¹ Garuda is a HRM&D consulting company, which I established in 1982.

the differences and similarities we discovered. But let me start by giving you an idea of how the Danes and the Swedes perceive each other or are prejudiced against each other.

How are we prejudiced against each other?

Before we presented our conclusions on the conference we asked all the Swedish participants: “how are you prejudiced, meaning what ideas, opinion, attitudes and pictures do you have in mind when it comes to Danish managers?” We asked the Danish participants the same question about Swedish managers. This is what the Swedes said about the Danes:

Informal, like to have fun, humorous, easy going, short-sighted, impulsive, individually oriented, undisciplined, untraditional, reckless, anarchistic.

And this is what the Danes said about the Swedes:


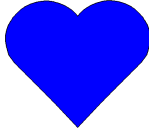

Stiff, formal, structured, well-organised, thorough, precise, disciplined, socially oriented, consensus seeking, do not like conflicts, considerate, authoritarian.

While the assembly to a high degree agreed upon the characteristics of the Swedes, a proportion of the Swedes who had experienced Danish management in practice did not entirely agree with the picture of the Danish – easy going – management style. They argued that the Danes were more tough, direct and goal oriented in their management style, that the Swedes. The following will indicate who was most right to a large extent, but first let me account for the investigation method.

The Investigation Method

The investigation is based upon Garuda's Competence Profile, which is a two-piece tool consisting of a job requirement analysis mapping the personality based competencies needed in a given position and a personality analysis that maps these competencies of the person in question. With the job analysis we find the requirements which may be made to an employee's personal competence in a given position. With the personality analysis we find whether, or to what extent, the given respondent possess the necessary competence. The starting point for the registration is the Head-Heart-Leg model. See figure 1.

Fig. 1: The Head-Heart-Leg Model TM

System Flexibility Comprehensiveness Abstract Thinking Risks Willingness Self-control	Cognitive Competence 	The complexity, time span and dynamics of the task's
Empathy Social Contact Social Flexibility Support Confidence-trust	Social Competence 	The dependency of other people's acceptance of the suggested solution
Competition Influence Self-confidence Independence Psychological strength Physical energy	Pro-active Competence 	The un-predictability of the problems involved in implementing the suggested and accepted solution

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The model places the personal competencies in 3 groups. The **Head's** competence describes how we mentally and intellectually approach and work with problems. This is broadly defined as the Cognitive Competence. The **Heart's** competence describes the social relations we establish to others, and our skills getting an acceptance on our selves and our ideas, and is broadly defined as the Social Competence. Finally; the **Leg's** competence describes our willingness and capacity to carry out what we have decided. This competence is called action or the Pro-active Competence.

When mapping the competencies or skills we use a questionnaire comprising 320 questions in which the respondent must relate to his/her need for, ability and willingness to work in accordance with given rules, frames, structures, solution techniques, details,

routines, abstract models etc. All factors which give us a picture of the persons cognitive competence and thereby the way the person attacks and works with problems. Other questions are about norms, wishes and expectations of a more social character, including need for social contact, need for backing and social support, empathy, openness, social flexibility and confidence-trust in other people. All factors which gives a picture of the persons social competence. Finally a part of the questions covers the willingness and wish to take responsibility, to make independent decisions, the physical energy, self confidence and robustness to overcomes obstacles. Personality traits forming a picture of the respondent's pro-active competence and thereby the strength's to carry out the ideas and tasks one's decided upon¹.

Now the question is; is there a difference between Danish and Swedish managers in terms of their Head, Heart and Legwork. Is there a difference in the way we approach and work with problems, in the way we relate to other people, and in our willingness to carry out ideas and have our way? In other words, are the Danes more easy going, impulsive, individual oriented, unstructured and informal in their management style than the Swedes, and are the Swedes more formal, well organised, structured, disciplined and more consensus oriented than the Danes.

The Social versus the Individual

The head makes a little difference

Taking the described model as a basis and the managers' answers to the 320 questions, we are able to conclude that the Swedish managers' score is a little higher than the Danish managers' on System Flexibility. This might indicate that the Danish managers require more order, structure, control and working discipline to a higher degree than the Swedish. At the same time the Danish score was somewhat higher on Abstract Thinking², Willingness to take Risks and Self Control. This could indicate that Danish managers more that the Swedish seeks the intellectual challenges in the complexity and are more willing to make snap decisions based on intuition and the gut feelings in a given situation. In reality these combinations of personality traits indicate that the Danish managers are less prone to accept that things are unorganised and chaotic than the Swedish managers, and maybe therefore makes snap decision to take control of a situation.

As such this could imply that Danish managers are more in need of structure and control in negotiations as well as in the daily management style than Swedish managers. That Danish managers are still perceived as impulsive and anarchistic by the Swedish managers, could be explained by the difference in Willingness to take Risks. This conclusion is supported by the difference between the two groups' Heart and Legwork.

¹ For a more thorough account of the theory and the model behind the Competence profile see, Havaleschka, F. (1997), "The Leader's Choice" and Havaleschka, F. (1998), "Qualities in the Personality". For validity studies see i..a. "Validity Studies of the Competence Profile", Garuda Research Institute, 1997.

² The fact that the Danes have a higher score on Abstract Thinking may be explained by the fact that Danish managers on an average have a long-cycle higher education than the Swedish managers. As such validity studies show a direct correlation between the length of the education and the score on Abstract Thinking. See the above "Validity Studies".

The heart makes a bigger difference

When it comes to the more socially concerned needs and motives there are no difference between both groups of managers regarding Empathy. But the Swedes have a higher score on all the other social factors than the Danes. They have significantly higher scores on Social Contact, Social Flexibility, Support and Confidence-trust. This indicate that Swedish managers, in their management style, are more focused on social factors such as social contact, showing understanding, being more supportive, open and trustful towards their employees, than the Danes.

One might argue that the Swedish manager more than the Danish counterpart seeks to find what unifies the group, and spends more time on reaching agreements and consensus. This imply that the Swedish manager, in negotiations, will be seen as more careful, indirect and consensus seeking, that the Danes, while the Danish managers will be seen as more direct, confronting issues separating the parties, and more prone to make snap decisions. The Danish management style therefore will be attentive, but striving to be in control, based on quick remarks and comments, and here and now decisions, while the Swedish will be attentive, observational, holding back opinions and being more group and consensus oriented.

The legs extend the differences

In accordance with and as a logical consequence of the social differences, we find that Danish mangers have higher scores on all Leg factors, except psychological strength. This indicates that the Danish managers are more focused on Competition, Influence, Self-confidence, Independence and Physical Energy. This implies that Danish managers to a higher degree than Swedish are competitive, seek influence and independence. High scores on Physical Energy normally indicate a person who is more restless and impatient, wanting things to happen, than a person with a lower score. Together with the difference in Willingness to take Risks and the differences on the social factors, it completes the picture of the differences between the two groups of managers.

Thus the picture of the Danish manager will be on of an individual anti-authoritarian person, one who prefers to move on in his own pace and a manager who puts himself in the centre, ready to take control, make demands and snap decisions. The Swedish manager does not, apparently, have the same need for exposure, to be in control and make demands. He is much more focused on the group seeking to influence through the group and the organisations norms and social rules.

The Danes obtain result via the legs, the Swedes via the heart.

The preliminary conclusion is that the Danes apparently need a little more structure and order than the Swedes. Swedes are more social and have a more patient and understanding attitude towards their employees than Danes and finally the Danish management style is more individual, ego-based and impatient in its search for results or in its

need for being in control than the Swedish. It is the group style versus the individual styles.

The analyses of the managers' answers on the 320 questions, give a fine basis for perceiving the Swedish managers as more consensus seeking, patient and in more need for backing than the Danish managers, while the Danes may be perceived as more individually oriented, searching for own goals and thus accept differences and conflicts to a higher degree. As the Danes at the same time seem more structuring oriented, i.e. things may not stay unfinished and out of control for too long, in negotiations you will see that the Danes focus more on what you disagree about than on what you agree about. Opposite the Swedish managers where the negotiation style is more focused on what creates consensus. All in all two very different ways of reaching an agreement.

Consequently we are able to confirm some of the very distinctive prejudgements we have made about each other. Swedish managers appear organised, structured, and systematic, as they seek consensus through social processes. The individual strive for power and authority is on the group's or the organisation's terms. One adapts and is urged to adapt. As such you could imagine that Swedish managers have to lead through the group and group pressure, while leading contrary to the group pressure will be very difficult for them. Thus, the Danes perceive them as afraid of conflicts.

The Danes are seen as undisciplined, impulsive, with a tendency towards the anarchistic, because the individual's strive for power, authority and control is more based on the individual's own terms. Therefore, one accepts the conflict and does not pay so much attention to gaining consensus, or acceptance. The one in power is the one in charge. And the power is maintained through structures, control and individual will. But because the Danish subordinates, with out managerial responsibilities, are brought up in the same culture, they do have the same individual style, therefore they are probably more difficult to manage rejecting being controlled. Consequently you will probably see more conflicts, disagreements and anarchistic like situations in Danish organisations that in Swedish. See the difference between employees with out managerial responsibility in table 1.

There is a reason for why the Danish perceive the Swedes as careful, understanding, disciplined and thorough. And there is a good reason for why the Swedes perceive the Danes as informal, short-sighted, impulsive, and undisciplined by the Swedes. We are brought up in two different cultures.

“Culture is a shared system of meanings. Our culture decides what we pay attention to, how we react, and what we value. The culture organises these values into what Geert Hofstede calls “Mental programmes”. People’s behaviour in the organisation is a sign of these programmes”³.

Now the question remains whether I, via the Competence Profile, have been able to attach words to the different meaning systems and their consequences for how and why Danish and Swedish managers react differently. This can only be decided by the reader and other empirical investigations. In the meantime, the interesting thing is that as

³ Quoted from Trompenaars & Hamden-Turner, (1998). See also Hofstede, G., (1980), “Culture’s Consequences”.

higher up the hierarchy you look, the more similar managers tend to become, as they share the same “Mental programmes” more.

CEO’s are alike

It is important to keep in mind that the data we work with and base our conclusions on are average numbers, distributions and standard deviations. There are significant t-values for the described differences, however, this does not mean that these differences can be ascribed to all managers on the individual level. The exciting is however, that through the analysis of the Danish and Swedish managers, we are able to confirm a trend found when analysing management groups from other cultures. The further up the managerial hierarchy we get, the more the managers tend to have the same qualifications, regardless of their culture of origin.

Table 1 shows where we find significant differences between Danish and Swedish managers on different hierarchical levels:

Table 1. Differences in Danish and Swedish managers personality

	Level 1	Level 2	Level 3	Level 4	Level 5	Total group
System Flex.	+ sw					+ sw
Comprehen.	+ sw	+ dk		+ sw		+ sw
Ab. Thinking	+ dk	+ dk	+ dk			+ dk
Risk Willingness	+ dk	+ dk	+ dk	+ sw	+sw	+ dk
Self-control	+ dk	+ dk		+ dk		+ dk
Empathy	+ dk	+ dk				+ dk
Social Contact	+ sw		+ sw	+ sw	+ sw	+ sw
Social Flex.	+ sw	+ sw	+ sw	+ sw		+ sw
Support	+ sw	+ sw	+ sw	+ sw	+ sw	+ sw
Conf.trust	+ sw	+ sw	+ sw	+ sw	+ sw	+ sw
Competition	+ dk	+ dk	+ dk			+ dk
Influence	+ dk	+ dk	+ dk	+ dk	+ dk	+ dk
Self-confidence	+ dk	+ dk	+ dk			+ dk
Independence			+ dk			
Psych. Strength						
Physical Energy	+ dk	+ dk	+ dk			+ dk

+ sw/dk indicates which managerial group has the highest score on the given factor. There is a + if the t-test shows significance on a 5 per cent level.

The trend is that the higher in the organisation hierarchy we search, the more flexible, oriented towards comprehensiveness, abstract thinking and willing to take risks the respondents become. Regarding self-control the Swedish data follow the tendency towards a higher score for managers on higher levels. This is not the case for the Danish managers, where managers from the higher levels do not stand out from the other em-

ployees in the organisation. Perhaps this points to an interesting emphasis of the differences between Danish and Swedish management culture.

Regarding the heart's factors, the score on empathy becomes higher the higher in the hierarchy we search independent of cultural upbringing, while the scores on social contact and social flexibility tend to be a centre score, the score on support drops and the score on confidence-trust increases. Regarding the leg's factors, there is a tendency towards higher scores on all factors except from need for independence, which tends to move towards a centre score.

These tendencies are exactly the same I have documented and accounted for in Havaleschka, F., (1997), "The Personality of the Leader". Furthermore this survey of unemployed managers indicate that the unemployed managers, regardless whether they left their job on levels 2, 3, 4 or 5 in general have a lower score on flexibility, comprehensiveness, willingness to take risks and empathy than the group of managers who have never been unemployed. See Havaleschka, F., (1999), "Om Arbejdsløshed".

The major point is that it apparently takes the same kind of personality and personality based or directed skills in which culture you want to make a managerial carrier. It may have something to do with the underlying qualities of the 16 personality factors. Qualities shared by human being across cultures. Factors which Eysenck call Superfactors. See Eysenck, (1970), "The Structure of Human Personality".

Qualities in the Personality

Let me end this account by relating the results to a factor survey in which we tried to find some unifying factors or personal qualities underpinning the 16 personality traits. This survey showed that there are 3 qualities which unifies the 16 personality traits in 3 groups.

Factor 1 covers qualities such as feelings, intuition, spontaneity, freedom for anxiety and guilt feelings, alternation, change, and most likely creativity, to create and do something on own terms. A quality that characterises "**The free human being**", in complete agreement with Maslow and Erikson and their theories and empirical studies. There are many indications that these qualities are more prevalent in people in higher managerial positions than in people in lower positions or without any managerial responsibility. The Danish and Swedish, and top managers from many cultures are very much alike when it comes to these qualities.

Factor 2 covers qualities as performance, influence, energy, challenges, independence, being in the centre, being confirmed, being self-sufficient: meaning that the activities are aimed at gaining attention, even if it is negative (negative correlation to support). The best unifying description for the quality behind factor 2 is probably **ego-centred**, which is not far from the development theories of the two scientists, mentioned earlier. Managers are far more likely to have these qualities than non-managers, and at the same time the ego-quality seems to be more prevalent with Danish managers on level 3 than

with their counterparts. Danish and Swedish managers on level 4 and 5 share the same ego-qualities, as do top level managers from other cultures.

Factor 3 is about the social qualities, getting the need for confirmation and self-esteem through social togetherness. Patience, openness, tolerance, sensitivity, social contact, thinking, discussions, exchange of ideas. Qualities that come under “**the social qualities**”, which we also find at i.a. Maslow and Murray. These qualities are most clearly seen within the Swedish population and separate them in this way clearly from the Danish. As this trend unfolds, differentiation of social qualities at the top managerial level is not as distinct as it is at all lower levels⁴.

Perhaps this only shows that the Swedish middle-managers are more subject to group norms and group pressure than their Danish counterparts and their own top managers. Maybe it is not that strange, as middle managers have colleagues, co-workers and employees above, next to and under their orders. There have many people to consider.

One might even go so far as to conclude that negotiations between Danish and Swedish managers are most likely to end quickly and successfully if they take place between top managers, while negotiations at the middle management level may easily drag on forever, because the negotiating people are governed by 2 very different personal qualities. They are raised in different cultures with a different system of meanings when it comes to social relations.

With respect to management style, Danish middle managers especially and executives seem to be in trouble, when they have to manage Swedish employees in a Swedish organisation. They did not grow up in a “system of meanings” in which they were “mentally programmed” in the group and consensus seeking behaviour. On the other hand Danish employees, managed by a Swedish middle manager would probably find that there was too much talking and too little control, action and space for differences.

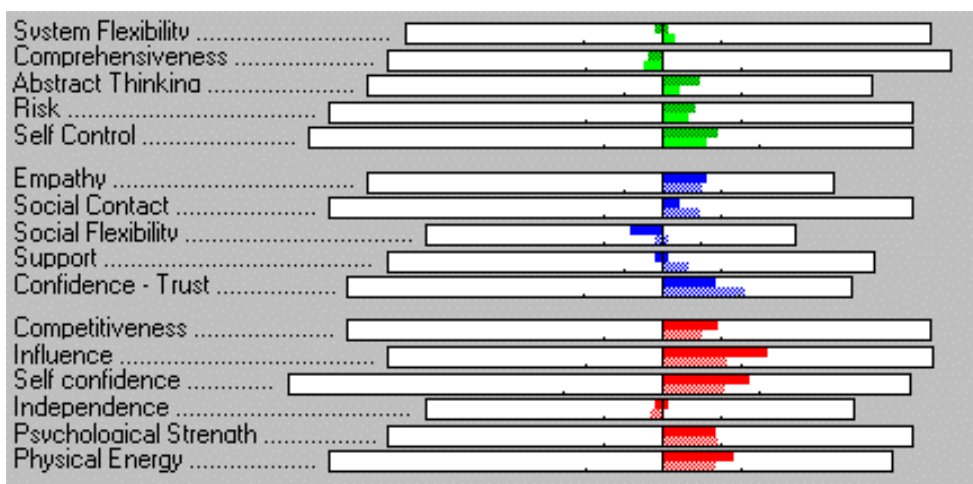
⁴ The investigation is presented in “Qualities in the Personality”, Havaleschka, 1998

Qualification

The question is how we reach these conclusions and how they might be confirmed or not as the case may be. The following graphic Profile shows the difference between the Danish and Swedish managers' profiles, on an average. The upper profile is the Danish (the one with the darkest colours). The basis for whether the profile goes to the right or the left from the centre is the average score we have found for a representative selection of the Danish population. That is a group, which in no way can be compared to the two groups of managers, with regards to age- and gender distribution, educational level etc. That we specifically deal with managers can be seen as both groups of managers score distinctively higher on factors as competition, influence, self-confidence etc..

The conclusion on the differences between the two groups of managers is built on a t-test, a statistical method which tells us about whether the groups' different scores can be explained away by statistical coincidences or whether they are simply differences in the individual characteristics within the different groups. See the difference in profiles figure 2. See the result of the t-test in the appendix.

Fig. 2: Differences in Profiles between Danish and Swedish Managers.



The managers are chosen from their own managerial level at the time they filled in the questionnaire. That is to say all of those included in this investigation where at a managerial position from hands on managers over middle level managers, to senior managers and MD's (representing management level 2, 3, 4 and 5, where 5 is the highest level in the hierarchy). Adding employees without managerial responsibilities, the groups' distribution on the 4 management levels is the following:

Table 2. Distributions of managers on hierarchical Levels.

	Level 1	Level 2	Level 3	Level 4	Level 5
Swedish	589	222	309	74	44
Danish	6292	1792	2027	1011	384

The Swedish group had 12 per cent more women than the Danish group. The average age of the Danish managers is 38,5 years, while it is 42,5 years for the Swedish. The average education of the Danish managers is close to level 4, i.e. what we define as a medium-termed further education, while the Swedish group is closer to level 3, what we define as a short-termed further education. Finally we may conclude that the size of the organisation the managers work for on an average is more or less identical, except from one very big Swedish company.

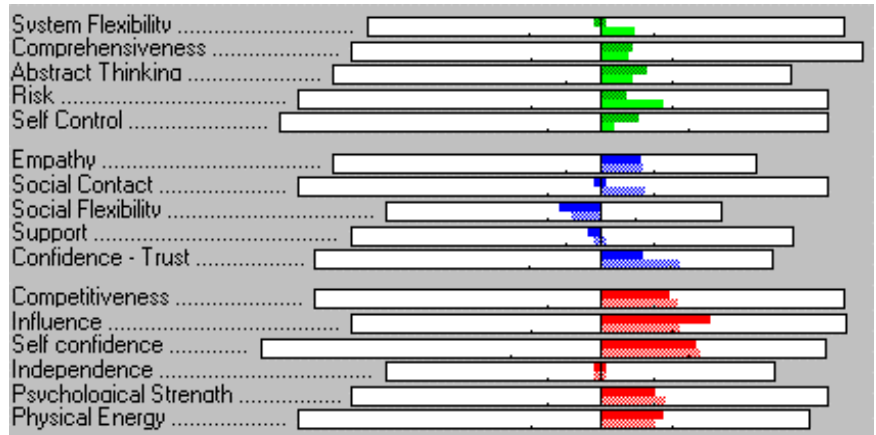
Further more we can conclude that the Swedes select women for managerial positions a little more often than the Danes. Now you might be thinking that the reason for the cultural importance of the heart factors is that there are more women in Swedish management? Or is it rather because of the importance of the heart factors that there are more women in Swedish management? Which ever way you look at it, 82 per cent of Danish and 70 per cent of Swedish managers being men. And the women are following the same pattern as their male colleagues. Both the Danish and the Swedish female managers have higher scores on the social factors (except for Empathy), than their male colleagues. And the Swedish female managers differ from Danish counterparts with respect to the same social factors. I suppose the conclusion is that the more the culture is socially consensus oriented, the more chances are for females to become managers.

Maybe the most surprising is that the Danes, in general, stayed on at school a little longer than the Swedes and that the Danes achieve middle management positions and above at a younger age as compared with their Swedish colleagues. Maybe this could contribute to part of the explanation for why the Danes in general have a higher score on the leg-factors than the Swedes. If we look upon the development data as presented in "The Personality of the Leader", (Havaleschka, 1997) which forms the basis for the development theory I have presented in "In Search of Leadership", (Havaleschka, 1991) there may be a basis for explaining the more extended ego-drive at the Danes with the fact that, on an average, they are younger than their Swedish colleagues and thus still at the tail of their "ego-period". A development period characterised by focusing on the Leg factors of Competence Profile.

Appendix

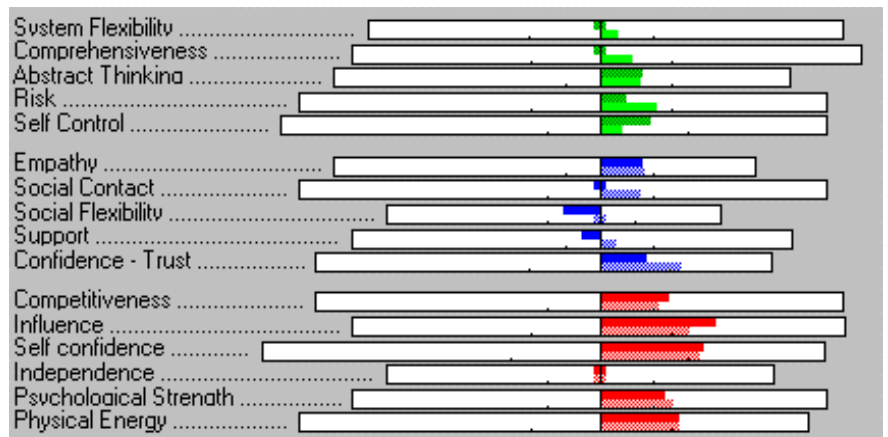
Level 5 Managers, CEO's. 384 Danes. 44 Swedes. The Danes with the darkest collar

Statistical variable	T-test
	1 - 2
System Flexibility	7.2%
Comprehensiveness	80.3%
Abstract Thinking	22.1%
Risk	0.6%
Self Control	7.9%
Empathy	77.0%
Social Contact	0.0%
Social Flexibility	22.3%
Support	4.4%
Confidence - Trust	0.1%
Competitiveness	53.5%
Influence	0.1%
Self confidence	78.2%
Independence	54.5%
Psychological Strength	30.5%
Physical Energy	43.7%
STRUCTURAL	55.1%
SOCIAL	0.0%
EGO-DRIVE	56.9%



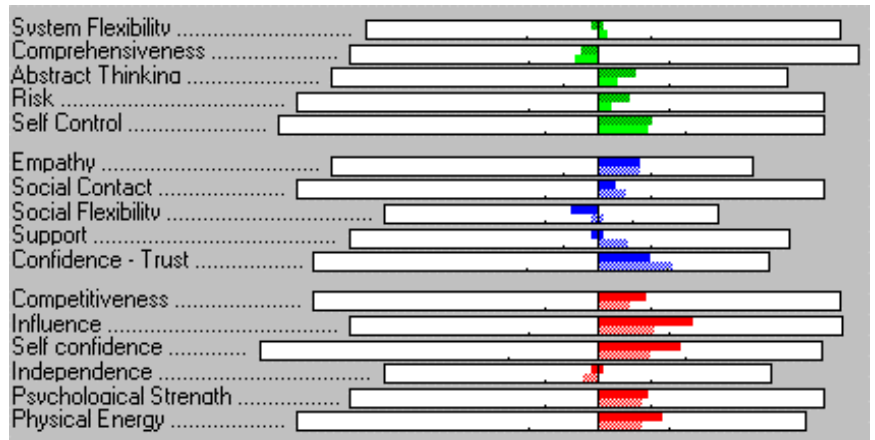
Level 4 Managers, Senior Managers. 1011 Danes. 74 Swedes.

Statistical variable	T-test
	1 - 2
System Flexibility	16.4%
Comprehensiveness	1.9%
Abstract Thinking	70.7%
Risk	0.6%
Self Control	1.6%
Empathy	72.1%
Social Contact	0.7%
Social Flexibility	0.0%
Support	0.0%
Confidence - Trust	0.0%
Competitiveness	36.0%
Influence	0.5%
Self confidence	78.1%
Independence	68.5%
Psychological Strength	19.2%
Physical Energy	31.4%
STRUCTURAL	10.6%
SOCIAL	0.0%
EGO-DRIVE	69.6%



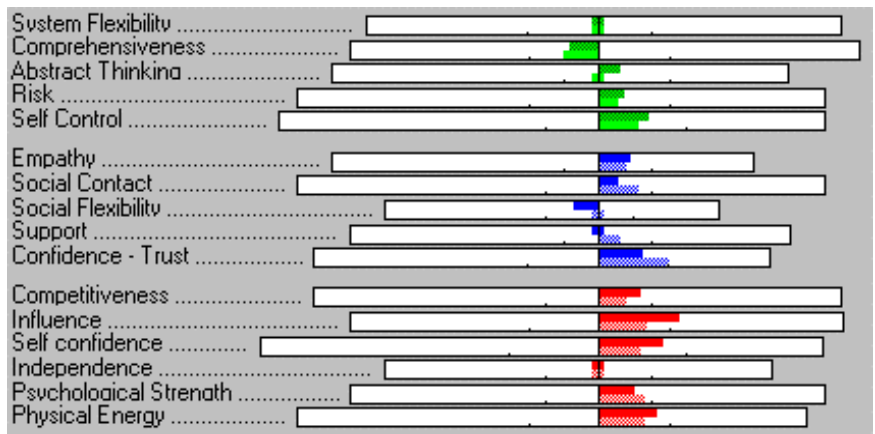
Level 3 Managers, Middle Managers, 2072 Danes. 309 Swedes

Statistical variable	T-test
	1 - 2
System Flexibility	6.3%
Comprehensiveness	33.9%
Abstract Thinking	0.0%
Risk	0.0%
Self Control	52.1%
Empathy	65.1%
Social Contact	3.5%
Social Flexibility	0.0%
Support	0.0%
Confidence - Trust	0.0%
Competitiveness	0.0%
Influence	0.0%
Self confidence	0.0%
Independence	4.7%
Psychological Strength	14.4%
Physical Energy	0.0%
STRUCTURAL	1.4%
SOCIAL	0.0%
EGO-DRIVE	0.0%



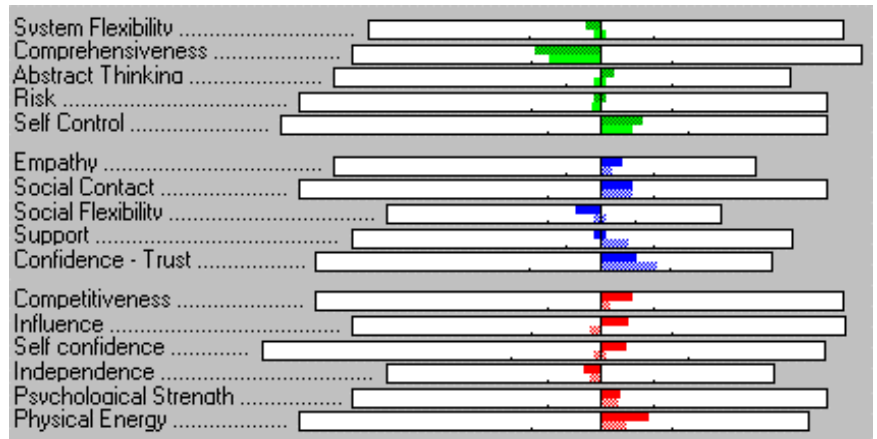
Level 2 managers, Junior Managers. 1792 Danes. 222 Swedes.

Statistical variable	T-test
	1 - 2
System Flexibility	6.3%
Comprehensiveness	0.1%
Abstract Thinking	0.0%
Risk	0.0%
Self Control	1.5%
Empathy	0.8%
Social Contact	89.6%
Social Flexibility	0.0%
Support	0.0%
Confidence - Trust	0.0%
Competitiveness	0.0%
Influence	0.0%
Self confidence	0.0%
Independence	10.4%
Psychological Strength	36.9%
Physical Energy	0.0%
STRUCTURAL	3.3%
SOCIAL	0.0%
EGO-DRIVE	0.0%



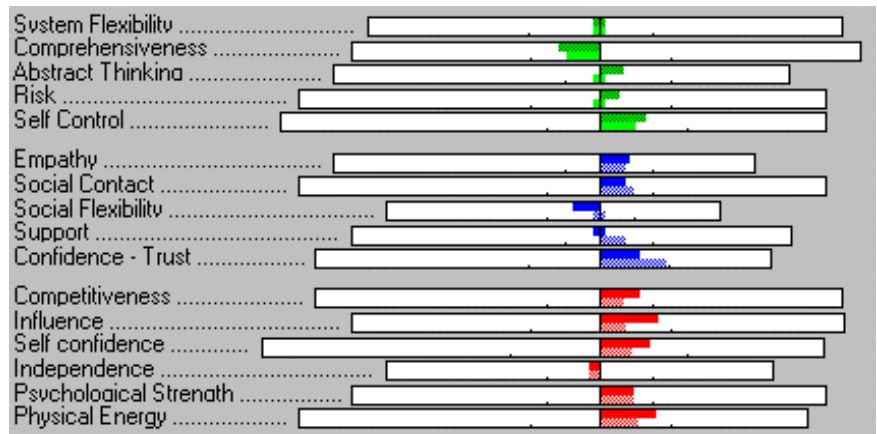
Level 1 Employees, 6292 Danes vs. 589 Swedes

Statistical variable	T-test
	1 - 2
System Flexibility	5.2%
Comprehensiveness	0.0%
Abstract Thinking	0.0%
Risk	0.0%
Self Control	1.1%
Empathy	0.2%
Social Contact	98.4%
Social Flexibility	0.0%
Support	0.0%
Confidence - Trust	0.0%
Competitiveness	0.0%
Influence	0.0%
Self confidence	0.0%
Independence	7.9%
Psychological Strength	35.0%
Physical Energy	0.0%
STRUCTURAL	1.9%
SOCIAL	0.0%
EGO-DRIVE	0.0%



The total sample, 11558 Danes vs. 1238 Swedes

Statistical variable	T-test
	1 - 2
System Flexibility	0.0%
Comprehensiveness	0.8%
Abstract Thinking	0.0%
Risk	0.0%
Self Control	0.0%
Empathy	2.4%
Social Contact	0.0%
Social Flexibility	0.0%
Support	0.0%
Confidence - Trust	0.0%
Competitiveness	0.0%
Influence	0.0%
Self confidence	0.0%
Independence	91.3%
Psychological Strength	64.3%
Physical Energy	0.0%
STRUCTURAL	1.6%
SOCIAL	0.0%
EGO-DRIVE	0.0%



If you would like a more thorough account of theory, method and statistical documentation for the arguments put forward in this paper, you are more than welcome to contact me at Garuda Research Institute, Rolsø Mark 10, 8420 Knebel, phone: 86 365 544, e-mail finn@gri.dk.

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