

**CRANFIELD UNIVERSITY**

**DALE NELSON**

**AN EXAMINATION OF THE COGNITIVE  
CONSTRUCTION OF FIT AMONG CHIEF EXECUTIVES  
AND SENIOR ELECTED MEMBERS IN LOCAL  
AUTHORITIES IN ENGLAND AND WALES:  
IS IT GENDERED?**

**SCHOOL OF MANAGEMENT**

**Ph.D. THESIS**

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**Ph.D. Thesis**

**Academic year 2004 - 2005**

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**Supervisor: Professor Susan Vinnicombe**

**October 2004**

## Abstract

This research examines the cognitive construction of 'Fit' among male and female Chief Executives and Elected Members in Local Government. Using repertory grid technique, constructions of 'Fit' were elicited from 20 male and female Chief Executive and 20 male and female Elected Member pairs in England and Wales. Using a 'grounded theory' approach to content analysis, constructs were categorised into 16 categories. Results showed that the construction of 'Fit', among both Chief Executives and Elected Members contains elements of both P-J and P-O fit. Both Chief Executives' and Elected Members' notions of 'Fit' have some overlap with United Kingdom, public sector based constructs of Transformational Leadership. However, Elected Members' construction of 'Fit' is qualitatively different, from that described by the Chief Executives in the sample. Male Elected Members lacked the relational and communal constructs expected in Transformational models. When the total sample was analysed by sex, male and female respondents also showed differences in their constructions of 'Fit'. Males and females placed emphases on different sub-components of 'Fit' and these sex differences, although subdued, are broadly in line with previous repertory grid studies outlining perceived differences between male's and female's management and leadership styles. As a result it is concluded that 'Fit' is a gendered construct. This has important implications for (1) who is being appointed to senior positions in local government; (2) the assessment of leadership in more general terms; (3) the need for effective and close working relationships between Chief Executive and Leader of the Council; (4) the progress of the centrally driven modernising agenda in local government; and finally (5) the likelihood of significant culture change in local government in the near future.

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## **1.0 INTRODUCTION AND CONTEXT**

### **1.1 *Introduction***

In the appointment of Chief Executives in Local Government many things happen. Not insignificant is the effort, time and money now spent on the most up-to-date and comprehensive assessment processes that are used to select the most senior officer of the local authority.

What fascinated me as a recruitment psychologist involved in such appointments, was what happened after the ‘formal’, ‘objective’ assessments (often lasting two – three days), were done. That is, after the senior Elected Member who is responsible for the decision knows who is ‘good at strategy’, who is ‘good at change’, who is the most ‘creative’, and who has ‘excellent communication skills’. It is not uncommon to be left with two or three candidates who could clearly ‘all do the job’! The final appointment decision is rightly, left to the most senior Elected Member (leader of the Council) or a small delegated group of senior Councillors.

Having spent countless hours and many years designing the assessment processes for the Chief Executive selection event, I was always intrigued and often perplexed, by how and on what basis, senior Elected Members made their final decisions. Those appointed were not always the ‘best’ at strategy, the most polished communicator, the most strategic, or those who most closely met the person specification (or list of skills, knowledge and abilities required by the position).

The aim of this thesis is to help clarify what Chief Executives and Senior Elected members in Local Government mean when they say - “I got the job because I fitted”, or “that applicant fitted”, or “I could work with them”, or “it was about Fit”! This research

aims to investigate the cognitive construction of ‘fit’ among newly appointed Chief Executives and the most senior Elected Member responsible for their appointment.

## **1.2 Local Government Context**

The British system of local government is part of the system of government in the United Kingdom, sharing with central government taxing powers and the rights and responsibility that go with elective democracy. The term ‘local government’ was coined in the nineteenth century, when government as a whole began to substantially expand in scope and when many of the features of modern day local government were laid down. Today local government is a complex business involving a workforce of over two million (in England and Wales) and an expenditure of some £60bn per annum on many diverse functions and activities which impact upon the lives of every citizen through out the country (Hollis et al 1992).

During the late nineteenth and twentieth centuries there have been several attempts to get the structure and functions of local government ‘right’ for the circumstances of the day. The development of the Chief Executive’s role in local government has changed in parallel with many of these structural and functional changes, and has been well documented by Morphet (1993) Travers, Jones and Burnham (1997), Clarke and Stewart (1991) and others.

### Modernisation

In the 1990’s local government saw much change. This change was primarily driven by legislation. Boundaries, functions, finance and management arrangements were reviewed and some of it’s powers were whittled away. Measures to privatise services were introduced. The separation of the purchaser and provider roles and increasing amounts of legislation resulted in less policy-making and financial freedoms for local authorities. As a result many new management techniques were also introduced, derived from both private sector and the US (Morphet 1993).

Then, in July 1998, the Labour Government in the UK set out its framework for the modernisation of local government in the White Paper, '*Modern Local Government: In touch with the People*'. This paper marked the way for a number of politically driven organisational reforms, intent on bringing local authorities into line with what a diverse and modern society requires in the delivery of local public services. These changes mirrored what was happening at the national level in all public services. What quickly followed was a succession of legislation that introduced a number of changes to the way local authorities operated and the functions they were tasked with delivering to the people of the UK.

The Local Government Act, 1999, introduced a number of changes, including the new duty of best value, a key building block for the latter introduction of the Audit Commission's CPA (Comprehensive Performance Assessment) framework. The Local Government Act (2000), introduced new duties in relation to community leadership and community planning. In September 2000, the local government Finance Green paper, set out proposals for further financial reforms. In this way Labour Government legislation has forced a great deal of change in local government in the last 8 years.

The 1998 White Paper, '*Modern Local Government: In touch with the People*' set out a number of reforms to further improve local accountability. Key themes explored included proposals for a national performance framework, deregulation, enhanced community leadership, training, partnership rationalization and enhanced freedoms, and proposals for local government finance. Central governments service priorities were education, health, crime and transport, and central government felt that local government had a significant role in making sure these were also local priorities.

One of the most relevant of the 'modernisation' reforms to this research, were the changes to the political management structures within local authorities. These political management reforms, offered local authorities options in their managerial and political

decision making structures, in an effort to increase efficiency, transparency and accountability in decision making, and improve political leadership. The most far-reaching recommendation was the separation of the 'executive' (decision-making) and the 'back-bench' role of councillors. The executive role would be to propose the policy framework and implement policies within the agreed framework. The role of backbench councillors would be to represent their constituents, share in the policy and budget decisions of the full council, suggest policy improvements, and scrutinise the executive's policy proposals and their implementation. The precise balance between the roles of the executive and backbench councillors in initiating policies would depend on the detail of the arrangements in place in each council.

The options included:

- A directly elected mayor with a cabinet;
- A cabinet with a leader; and
- A directly elected mayor and council manager.

Under each model, the role of the Chief Executive would be slightly different. Under the 'directly elected mayor with a cabinet' model, the chief executive and chief officers would be appointed by the full council in line with current practice. The chief executive would have particular responsibility for ensuring that both executive and backbench councillors received all the facilities and officer support necessary to fulfill their respective roles. The 'cabinet with a leader' model, is very similar to that above except that the leader (sometimes known as an indirectly elected mayor) relies on the support of members of the council rather than the electorate for his or her authority and can be replaced by the council. The role of the Chief Executive is very similar to that where there is a directly elected mayor with cabinet. Under the third model of a 'directly elected mayor and council manager', the role the mayor would be directly elected to give a political lead to an officer or 'manager' to whom both strategic policy and day to day decision making would be delegated. The mayor's role is primarily one of influence,

guidance and leadership rather than direct decision taking. Using a private sector analogy, the mayor might resemble a non-executive chairman of a company and the council manager its powerful chief executive (*Modern Local Government: In touch with the People, White Paper 1998*).

These reforms resulted in the establishment in most authorities of 'cabinet' style government. Some local authorities opted for an elected mayor, a paid role which takes over many of the administrative functions of the Chief Executive. A few did away with their Chief Executive's position altogether, but for many authorities, the status quo resulted. The changes associated with the 'modernising agenda' however, have had significant impact on the role of the local authority Chief Executive, particularly in those authorities who chose 'Cabinet' style of political leadership, and particularly in respect of their relationships with Elected Members.

#### Changes to the Chief Executive Role

It is against this backdrop, that we review the changes to the role of the Chief Executive. It is argued by some that the Chief Executive is now more equivalent in terms of their job role and responsibilities to his or her equivalent in the private sector than ever before. However one of the complexities in the role of the local authority Chief Executive which sets him or her apart from their private sector counterparts, is having to maintain effective relationships with Elected Members, to manage and lead the boundary of the professional and political domains (Fox and Broussine, 2001).

There have been several studies of the changing role of the local authority Chief Executive. (Boynton 1986; Clarke & Stewart 1991; Morphet 1993; Travers, Jones & Burnham, 1997). Most concur that these changes in the last twenty years have seen the chief executive role move to a position of nominal total control of the officer machinery, with a duty to take up concerns of the whole local authority area - all the while working closely with the political group(s) running the Council.

Travers et al (1997) also draw attention to the increasing need for chief executives to co-ordinate and council policy and implementation within [politically]divided councils and with bodies at varying distances from the authority's formal control (in short an increased partnership role). Morphet (1993) undertook a study to explore the context for the future. She points out that in local government the leader, the Elected Members, committee chairs, the chief executive and chief officers all have a stake in the management game, as do the electorate.

“In reality none have the final word, and management is by a process of attrition. Although any managing director would have to answer to a board, it is unlikely that the board would have executive power, over much decision making at the detailed level. This is the case in local government” (Morphet, 1993, p2). One of Morphet's (1993) findings was that the Chief Executive still has potential problems exercising power, due to the unusual legislative and political set-up surrounding the position.

The change in management requirements generally, and in particular the changes to the role and type of chief executive required to successfully manage local authorities has been clearly identified by many closely associated bodies, including the Society of Local Authority Chief Executives (SOLACE - 1993) - ‘A good one makes a change’, the Audit Commission (1989 - More Equal than others) and the Improvement and Development Agency (IDeA, previously the Local Government Management Board) who developed a Chief Executive Competency Profile to reflect the changing role of the local authority chief executive in the 1990's (Morris & Paine, 1995). All of these bodies have produced publications and guidance on the need for a change in the type of management in local government.

More recently, Broussine (2000) reports on the results of research commissioned by the Society of Local Authority Chief Executives, to identify the competencies that were required by local authority Chief Executives in the UK. It emerged that the ‘competence

approach' was inappropriate for their needs. Instead 'capacity' – a concept originating in psychoanalytic theory – was adopted as one which better reflected the reality of the Chief Executive's role, and conveyed the need for the Chief Executive's capability to 'hold' many interconnected, dynamic and paradoxical dimensions in their work. Five capacities emerged which were seen as central to the Chief Executive's role.

These capacities included:

- (1) the capacity to work with the political dimension
- (2) the capacity to lead, change and develop the organisation
- (3) the capacity for maintaining personal perspective and self-knowledge;
- (4) the capacity to develop effective self-knowledge
- (5) the capacity for maintaining focus on strategic and long-term issues

(See Appendix M).

### Leadership

Leadership is clearly at the heart of the local government modernisation agenda. The Prime Minister, Tony Blair, said in a speech about public sector reforms in 2002 "nothing is more important in raising the standard of public services than the quality of their leadership" (IDeA and LRDL ,2004).

Recent work commissioned by the Improvement and Development Agency (IDeA) has focused on diversity and the career progression of managers in local government, and in so doing have identified the importance of the concept of leadership in the public services in general, and in local government in particular. IDeA believe that leadership is currently under close scrutiny, and is seen as one of the fundamental building blocks for bringing about service improvement and change in the public sector.

"No longer is leadership at the top solely about policy making; delivery and performance are now of equal importance. The new demands for leadership, coupled with social,



economic, technological and legislative change mean that it is more important than ever for local government to attract, develop and retain talent that can deliver modernisation”. (IDeA and LRDL, 2004, p. 6).

In the publication “Modernising Government” the Prime Minister says that local authorities along with other public sector organisations “must not only reflect the full diversity of society, but also be strengthened by that diversity. This has to be reflected in our ways of working, our personnel practices, and in the way managers manage. There has to be a change of culture. This needs to be championed from the top and driven throughout the organisation” (1999, p.60).

This major drive for reform within local government, has resulted in a focus on leadership and developing leadership skills. In 2002, The Leadership Development Commission (LDC) was established to ‘review the current situation in leadership and leadership development . . . and to develop a National Strategy for Local Government’. The LDC comprises a range of concerned stakeholders from local government (Elected Members and senior managers), central government, regional employers’ organisations, leadership development practitioners and academics excelling in the leadership arena. The national Leadership Development Strategy is focused on the next 5 – 10 years, and aims to help local government to ‘lift its game’ and to help replicate good practice more widely. Within this strategy, LDC clearly identifies the need to provide a joint leading partnership of local politicians and managers, and in doing so emphasises these parties have a dual responsibility for local government leadership (IDeA, 2003).

At the strategic apex of local authorities, sits the Chief Executive and the political ‘Leader of the Council’. This is the dual nature of leadership in local government to which the IDeA refers in their leadership strategy (IDeA 2003). The Chief Executive (or *Head of Paid Service*) position is required by Law (Housing Act 1989), and is the statutory head of the paid service, indisputably the most senior employee or manager of a

given authority. However, the 'Leader of the Council' is a political 'Leadership' position, democratically elected, and leader of the majority political group, they too are an inextricably part of the leadership of the local authority. This 'dual nature' of leadership at the very 'top' of the organisation, could of course, be seen as parallel to the roles of CEO and Chairman/woman of the Board of Directors in private sector, but is acknowledged as much more complex. "The relationship between Leader [of the Council] and Chief Executive [in local government] is probably the most complex you could devise. . . trust is vital whatever form the relationship takes." (Mel Usher – Ex Director IDeA quoted in LGC 25.06.04).

This context of the strong political drive for improvement and change in local government, and the setting up of the local government Leadership Development Commission, is timely. Given this current focus on leadership, it is suggested that the construction of leadership used in the appointment of a local authority Chief Executives could be pivotal in this drive for improved leadership and cultural change.

### Feminisation of Management

It is widely acknowledged that the last 15 years have been a time of change in public sector in the UK in general, and local government in particular. Changes of role and function and management practices have proceeded apace, and the political drive for 'modernisation' is the most recent initiative. As such it is seen as a time of opportunity for many aspiring or current chief executives and a time of insecurity. Changes to the management requirements in local government largely mirror what other sectors have already been through. A move towards flatter structures, partnership and team working, decentralisation and doing 'more with less'. These changes have altered the management skills required to run what are often very large organisations. Local Government has recognised they need more capable and more transformational leaders, using personal influence and not status or organisational sanction, to inspire team and organisational

performance. The changes largely reflect what writers such as Rosener (1990) and Fondas (1997) have recognised as a type of management that is suited to the way women lead. Similarly Marshall (1995) noted that there has been a feminisation of some images of management, espousing such values as teamwork, partnership, employee development, and intuition.

The changes in local government, - changes to the organisations - their structure and function, the management requirements in general, and to the Chief Executive's job in particular, are at the heart of this study. There has been a whole-scale change in the type of people required to lead these local authorities, and these changes are on-going. It is still not clear, however if these changes will assist decision makers to recognise the merits which previously under-represented groups (such as women and those from minority groups) may bring to the Chief Executive role.

#### Women's position in Local Government

Between 1989 and 1999 the number of women chief executives in Local Government increased 11 fold from 4 in 1989 to 45 in 1999. In 1991 women represented just 1% of Chief Executives in local government in the UK, - in 2004 they had improved their position to 13% of the Chief Executive group. The same progress is reflected at other senior management levels in local government. In 1991 women represented only 5% of the Director or Chief Officer group. In 2004 this had improved to 24%. (*Employers Organisation Annual Pay Surveys, The Employers Organisation; 2003; 2004*).

In comparison to other sectors these figures seem impressive, with a recent international research suggesting only 1 -5% of the most senior positions in organisations are held by women (Powell, 2000). Overall however, these figures are still dismally poor when women represent over 70 % of all (full and part-time) employees in the local government sector (Local Government Employment Digest June 2000). One could wonder why there

are not even more women at the most senior levels of management in the local government in the UK.

The 'lack of women at the top' does not only lie within the 'organisational' leadership of local authorities, but also can be found in the 'political' leadership system. In the first national census of Councillors in 1998, conducted by the Local Government Management Board, Councillors (or Elected Members) were found to be predominantly middle-aged, middle class, white and male. Women, ethnic minorities and the young were seriously underrepresented in the council chambers of England and Wales. The typical Councillor was a white man (75%) about 56, who was also a school governor, or on another public body. He had a degree or professional qualification and had sat on the council for almost nine years.

In Wales, Councillors were more likely to be over 70, than under 45. This census renewed the concerns that Councils were failing to reflect the populations they served. Women also lost out on seniority with only a small number breaking through the 'glass ceiling' of the town hall to become Leader of the Council. This information prompted government to launch a drive to attract more women to town hall seats under a banner "A Women's Place is in the Council", and in response a national training programme for Councillors was launched by the Local Government Management Board.

In their study of women chief executives in local government, Fox and Broussine (2001) reported that almost all women participants commented that they continued to be judged in quite different ways to men. Most participants, men and women, felt there was such a thing as a woman's leadership style but almost all stressed that not all women had the abilities generally associated with women and these abilities were also, often possessed by men. There was a consensus among male and female participants on the strengths that women had as leaders, e.g. candidness and a desire to confront situations, collaboration, consensus building, empathy, flexibility, willingness to learn, determination, home/work

balance, corporate working, informality, egalitarianism, openness and community orientation. They point out that this is interesting since much of feminist theory is cautious about, or critical of, such essentialist views.

Many of the participants in Fox and Broussine's (2001) study pointed to the new opportunities that may be presented to women by the 'modernising' agenda, which would include career histories in community and corporate work. This need to capitalise on women's skills was recognised by elected members as well. However, some questioned whether local government was really in a position to take advantage of women's talents because of '*ingrained attitudes about what constitutes good leadership*'. Emphasising the potential opportunities the modernising agenda might offer women, was captured in an article to the Local Government Chronicle (14 October 1999), Carole Hossain, then Chief Executive of Watford Borough Council stated:

*“ When recruitment consultants talk about leadership skills being needed, it is not the old ‘heroic’ style that is needed, but leadership which is inspiring people with confidence. Modernising is about succeeding together. Women in local government need to seize the moment and put their leadership skills to use.”*

Of particular concern to Fox and Broussine (2001) were the traditional views of leadership held by [Elected] Members. Overall their study revealed a discomfoting picture of institutionalised sexism in local government in England and Wales.

Although, there has been a considerable amount of research into the position and role of women in local government in the UK, much of it was conducted in the early and mid 1990s (e.g. White, 1995; Morphet, 1993) when there were just a few women Chief Executives. Pointer (1996) studied the barriers to progress in women in local government. More recently, Foster (1999) researched the experiences of 26 women Directors in social

services and found that women in the 1990s continued to face obstacles to their progress. “Although women Directors have overcome some of the obstacles to their progress, women, even in social services departments in which they are a majority, continued to face institutional sexism and discrimination” (Foster, 1999).

In her book ‘Challenging Women’, Maddock (1999) focused further on this ‘gendered culture’ explanation to explain how male cultures influence the direction of public administration transformation. In relation to local government she points out that despite the equality policies of the 1980s focusing on recruitment and getting more women into management, the increases in the number of women working in local government management, and their ascendancy through to more senior positions, the internal culture of most authorities changed very little in the 1990s.

Maddock’s (1999) research in British local government found that there were common characteristics among the senior women managers she studied. They:

- Had a strategic approach to change
- Challenged structures
- Were less concerned with style and more concerned with social objectives and inclusive management
- Favored collaborative working
- Had principled, but hands off approach which stimulated motivation among some and hostility among those opposed to change.

In summary she found that the main challenge that these women faced were *gendered cultures* which thwarted the achievement of their aims.

### The Appointment Process

The appointment of the Chief Executive in both the private and the public sector is naturally, a high risk event. In the private sector the increasing phenomenon of early

termination of recently appointed CEOs has become known as 'CEO churning' (Bennis and O'Toole, 2000). Councillors, like Board Members of private sector listed companies, are very aware of the importance of choosing the 'right' person, and the disastrous consequences of getting it wrong. As a result the Chief Executive appointment process in local government is a process fraught with both high hopes, and high anxiety about making the wrong decision. There is also the additional pressure, among the appointment panel, to attain the ideal scenario of gaining 'all party' agreement on the final choice of appointee, although this is not always possible. As political administrations can change so quickly in local government, Chief Executives appointed by one political administration, can sometimes start work several weeks later under another.

The appointment of a Chief Executive in local government has been set within a legislative framework. Section 7 of the Local Government Housing Act 1989 requires that the appointment of the Local Authority is made on merit. Appointment procedures must include a job description and person specification and records of reasons why individual candidates were either short-listed or selected for the post. A monitoring officer must be appointed to oversee the process.

At least two guides to help Elected Members recruit have been produced in the recent past. The first by METRA (1993) outlined gender friendly recruitment practices in the appointment of Chief Executive, Director, Assistant Director and other Chief Officer and Deputy Chief Officer posts and although brief contains some common sense and practical advice.

For the most recent local government re-organisation in 1995/96 the LGMB (1994) produced guidance for Elected Members on the recruitment process when appointing a chief executive for the newly formed authorities resulting from the 1994 legislative changes. This was largely based on the objectivist-psychometric model of job analysis;

design of selection event; and selection of ‘best fit’ candidate. Neither of these publications are comprehensive, but recognise that Elected Members are not specialists in recruitment and selection and need help in the appointment of senior officers. In an Audit commission report in 1996, it was recognised that Elected Members were too involved in recruitment and few were qualified to appoint the right staff (Audit Commission, 1996). It also identified a £190million annual recruitment bill for authorities in England and Wales. The report pointed out that only 28% of all authorities in England and Wales reported giving recruitment training to Elected Members. In addition they report that Elected Members are often resistant to the idea that they may need training. The report says that in nearly all authorities Elected Members were also involved in appointing all Chief Officers, and some Assistant Directors level positions, and that “experience was no substitute for training”.

In their study of women Chief Executives in England and Wales, Fox and Broussine (2001) reported that “[Elected] Members who participated in our research admitted an urgent need for Members to be equipped with interview and selection skills and to have access to gender awareness skills” (p. xiv).

Like the private sector, the appointment process for the Chief Executive Officer in a local authority is shrouded in mystery. There is a dearth of knowledge about ‘what actually goes on’ in a Chief Executive appointment process. What happens in these closed appointment processes is largely undocumented and unresearched. As a result there is no information about whether there is any consistency about the selection processes used in the 450 or so local authorities in England and Wales. It is doubtful, for example, that authorities seeking to recruit a new Chief Executive undertake any systematic job analysis to define the job, including skill and knowledge requirements for the position. It is even less likely that they have done any significant analysis about what kind of leader they are looking for. Job documentation is often at best out of date, and at worst woefully inadequate given the importance of the position. As Bennis and O’Toole (2000) say , -



“The right CEO can make or break a company, yet boards often go about CEO selection all wrong. The problem is simple: they don’t understand what defines real leadership today – or if they do, it scares them”. This is likely to also be true for many local authorities in England and Wales today. There is often a general resistance to defining things too tightly – they feel they will recognise a good fit, when they see it !

Unlike the private sector, (where the Chief Executive is appointed by the Board of Directors and Chairperson), the Local Authority Chief Executive is appointed by the Elected Members (local authority politicians) of the Council. Most often a small group of Elected Members receive delegated authority to undertake the decision on their behalf. The ‘Leader’ of the Council (most senior Elected Member) often has the final say or the deciding ‘vote’ in the appointment decision, as it is he or she who will work most closely with the new Chief Executive once they take up their position. Most Elected Members have little if any experience of personnel selection practice, and usually rely on the assistance of external consultants to help them draw up any job documentation, and design and run the recruitment and selection event. Consultants act as both advisers and assistants to the political decision makers, but the decision itself lies with the leading Elected Members, with delegated responsibility for the decision. This situation, of inexperienced client and ‘external’ fee-based consultant is not ideal, and may leave room for personal bias, idiosyncratic decisions, political preferences, and just ‘poor’ practice to creep into the decision making process.

There is also little evidence that the recruitment and selection processes promoted by the recruitment consultancies represent ‘good practice’ or have any focus on objectivity and fairness. This is in contrast to most local authority personnel practice which is heavily steeped in diversity and equality policy and practices.

Research by Pointer (1996) in her study of why there were so few women Chief Executives in local government, found that the majority of women managers in her

research believed that they had been discriminated against at some point, and she found they believed that Elected Members had created difficulties for women seeking promotion within local government, and needed training in interviewing skills. Foster (1999) also found that women had misgivings about the process of appointment at director level – “Nowhere was the institutionalised sexism of local government more apparent than in the appointment process” (p.41).

The extent to which ‘good practice’ (meaning ‘fair’ practice) is used for appointments at the Chief Executive level is currently unknown, and as a result it is not known to what degree the processes used to appoint local authority chief executive may discriminate against female applicants.

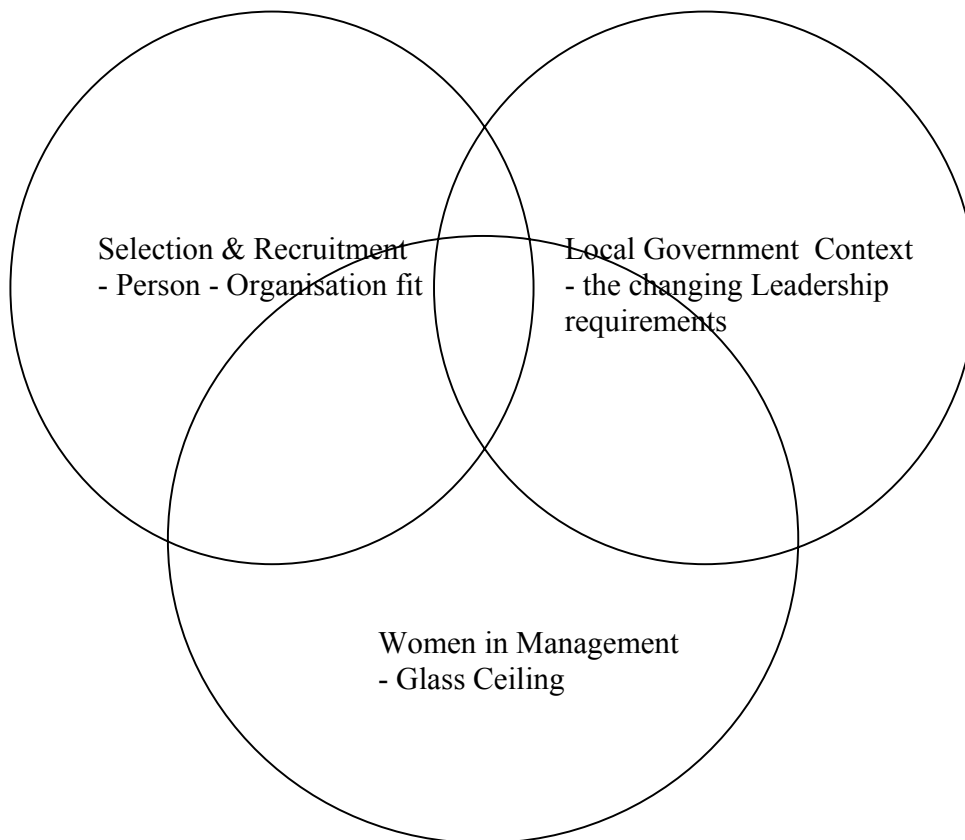
It is within this context of change that this research into the construction of ‘Fit’ is set.

## 2.0 LITERATURE REVIEW

### 2.1 Introduction

This literature review concentrates on reviewing 3 areas of research literature. The first is the ‘**Glass Ceiling**’ literature, set within the Women in Management research. The second is the ‘**Person-Organisation Fit**’ literature which is set largely within the selection and recruitment research. Finally the third source of literature focuses on **Leadership**, and focuses mainly on the British Public Sector models emerging from Local Government and the National Health Service (NHS) in the UK.

Figure 2.0: The Research Gap



## **2.2 Glass Ceiling Literature**

### **2.2.1 What is the 'glass ceiling'?**

The glass ceiling has been defined as 'a barrier so subtle that it is transparent, yet so strong that it prevents women and minorities moving up the management hierarchy' (Morrison & von Glinow, 1990).

In recent decades, the proportion of women participating in the labour force has increased dramatically, which has resulted in a rapid increase in the number of women in management positions. Nevertheless, women are still underrepresented in management positions all over the world, and especially so for senior management positions (Powell, 1999; 2000; United Nations Development Report, 1977). This phenomenon of women's careers being stuck at middle management levels is well documented and has been referred to as the 'glass ceiling' effect (Burke and McKeen, 1992; Morrison and Von Glinow, 1990; Morrison, White and Van Velsor, 1987).

### **2.2.2 Lack of data on women in 'Top' management**

Much of the recent empirical research investigating the position of women in management has shown improving numbers of women entering management positions in western countries (Powell 2000). There is less evidence however, that similar progress is being made at the very top levels of management. Powell (2000) points out that the data available are limited, but what are available suggests disappointing progress in the executive suite with the proportion of women in top management typically being reported as less than 5 %, suggesting that the glass ceiling is still very much in place in these 'top' management levels.

Many researchers note that one of the main difficulties in the area of 'top management' is getting accurate data of women's representation at this level, and some (Daily et al, 1999), suggest that this lack of data may be masking a situation far worse than generally reported. Empirical research by Daily et al (1999), using Fortune 500 firms in the US, found that in the ten year period from 1988 to 1997 there was substantial progress for women with respect to both their presence on Fortune 500 boards and their roles on these boards. However, with regard to progress towards the executive suite ('top management'), the results were dramatically different and showed no progress with respect to women as CEOs and even worse, no evidence of circumstance that might prompt change in the next few years. The situation in the UK is even worse. The first female CEO of the FTSE100 was appointed in 1997 and seven years later she remains the only female CEO. Interestingly she is also not English but American (Female FTSE 2004, Singh and Vinnicombe).

Internationally, the International Labour Organisation (ILO) collects data that allow some international comparison of the position of women in the work-force. ILO data (collected on the basis of the International Standard Classification of Occupations - ISCO) probably constitutes the most complete data set internationally, but has the major drawback of including 'administrative' workers in its management classification, thus giving the impression that more women hold management jobs than is actually the case.

Government statistics identifying the proportion of women in top management positions are not kept in the United States (Powell 2000). In Britain, the Office of National Statistics undertakes the 'Labour Force Quarterly Survey', which also uses the joint ISCO category of 'Managers and Administrators' detailed above. Unsurprisingly this broad church categorisation shows a misleading picture that women comprised 32.7% of all 'Managers and Administrators' in the UK in 1999 (Labour Force Survey - Quarterly Supplement 2000).

The Employer's Organisation for Local Government in the UK undertakes an annual workforce and pay survey, which distinguishes between women at 'Chief Executive', 'Director' and 'Other Senior' management levels (see Chapter 1.Introduction).

### **2.2.3 Glass Ceiling Research**

Since the emergence of the 'glass ceiling' research in the 1970s there have been numerous review articles, books, book chapters considering the status of women in the workplace in general, and glass ceiling' in particular. Those who take a feminist perspective (Cálas and Smircich 1996) argue that we could conceive all of women-in – management research as glass ceiling research since assuring women of fair access to managerial positions has been its overriding objective.

There have been a number of more recent reviews of the 'glass ceiling' literature. These include Burke and McKeen (1994), Ferrario (1994), Powell (2000) and Vinkenburg, Jansen and Koopman (2000). All of these reviews suggest similar themes in the research to account for the underutilization of women at senior levels in organisations. These are detailed below.

Much of the research can be categorised as either **person-centred** or **situation centred** explanations (Powell 2000; Ferrario 1994). The 'person-centred' explanations suggest that socialisation practices directed towards females encouraged the development of personality traits, skills and behaviours that are contrary to the demands of the management role. Powell (2000) found that these 'person-centred' explanations focusing largely on how women are different (less adequate) than men, received greater attention in early research, but are now depicted as inadequate in accounting for women's low status in management.

#### Person-centred explanations

### (1) Women are different from men

This theme argues that ‘**women are different from men**’ – (and that this difference is perceived as a deficiency in women) when considered against the male organisational norm. Research support for this hypothesis has, however, been limited (Morrison and von Glinow, 1990). Almost all of the evidence shows little or no difference between traits, abilities, education and motivations of managerial and professional women and men (Powell, 1990).

Vinkenburg et al (2000) also point out that this theme had been identified by early research as a major explanation for women’s slow progress into management. They too find that despite a large amount of research in this area, few actual gender differences in personal factors and behaviour have been consistently and empirically confirmed.

Ferrario’s (1994) review of the leadership literature suggests early research tended to focus on this theme of ‘**gender differences**’ and attempted to determine if women’s career progress is due to factors that are internal to women and were inconsistent in their findings. She also concluded that results from the majority of research suggest that there are basically *no significant differences* in the way in which men and women manage, but women are still not attaining comparable numbers of managerial jobs as their male counterparts especially at senior levels.

Powell (2000) in his review, pointed to how other ‘person-centred’ explanations had now been discredited, such as Human Capital Theory, as women’s increased educational attainment is recognised in all disciplines in general and in business in particular; women’s increased commitment to managerial and professional careers; and the presence of women in higher managerial levels have had both a direct and an indirect effect on the proportion of women in lower managerial levels. This same trend however, is not held at senior executive levels.

Recent research in local government looked at why some groups were underrepresented at senior levels of management (IDeA and LRDL, 2004), and found that when compared to white males, (who were significantly more likely to have a professional qualification or an undergraduate degree), female managers and black and minority ethnic managers were found to be generally better educated academically, and more likely to have obtained a masters degree. In addition they found there were no discernable differences between the amount of supervisory support males and females received.

## (2) Women's special contribution

Some writers on women and leadership have tried to minimise the differences between men and women to promote equality of opportunity. Others identified important differences that would mean women might be seen as more suitable, and more able to meet the new leadership requirements of modern organisations (Alimo-Metcalfe, 2003; Bass, and Avolio, 1994; Rosener, 1990). In this 'special contribution' approach men and women are assumed to be capable of making different but equally valuable contributions. However, Ferrario (1994) notes that the traditional 'male managerial model' (aggressive, competitive, rational and firm) of effective leadership will gradually begin to disappear from the management textbooks. She argues that changes in technology and competition are demanding a different, more flexible style of leadership, and suggests that this new more flexible approach to leadership may have served as a useful vehicle for women's entry into management positions..... "indeed the leadership literature suggests that some organisations actively look for new leadership approaches which are associated with women such as good interpersonal skills" (Ferrario, 2000).

This theme is supported by what Fondas (1997) has called the 'feminization' of management'. Fondas (1997) points out that in the last 20 years organisational structures and cultures have changed substantially. Directive, task-oriented and hierarchical leadership of subordinates has had to make way for managing high-involvement work



teams with an emphasis on consensus decision making and learning instead of control. With or without open acknowledgement, management is being described more and more in traditionally feminine terms, such as sharing responsibility, helping and developing others and building a connected network of relationships.

Any, even cursory review of national and local government press advertisements for Chief Executive and other senior management positions within local government, clearly reveals evidence for this trend within local government organisations. Advertisement for senior positions within local government, are packed with phrases such as ‘excellent people skills’, ‘advanced communication skills’, ‘superior team-working and partnership building skills’ . These are the skills traditionally associated with women managers, and are obviously being given some priority in terms of the recruitment and selection process.

Other glass ceiling research has focused on ‘situation centred (sometimes called ‘organisation-centered’) explanations for why women are not making it into the most senior positions. This research takes the view that women’s under-representation is due to the difficulties faced in the context of the organisation.

### Situation centred explanations

#### (3) Bias and Discrimination by the majority toward the minority

This research focuses on the notion of ‘**bias and discrimination by the majority toward the minority**’. This hypothesis suggests that managerial and professional women are held back by the bias or stereotypes men have of women. First identified by Kanter (1977), such bias or discrimination is either sanctioned by the labour market or rewarded by the organisation, despite the demonstrated high level of job performance of women. As evidence of this, there is widespread agreement that the ‘good manager’ (i.e. someone who is seen as effective) is seen as male or masculine (Schein, 1973, 1975). Ferrario (1994) has conceptualized these studies as research looking at the ‘*informal*’ barriers

which hinder women's career development. These include sex-role stereotyping, negative attitudes to women managers, and exclusion from male managerial groups. They point out that these stereotypes (or 'informal barriers') affect the outcomes of more 'formal' organisational practices such as recruitment and selection processes and ongoing career development. Schein (1975), Schein and Mueller (1992), and Schein (1994) among others, suggest women's slow movement into management may be due to the persistent 'think manager - think male' bias which can have a major impact on selection and promotion procedures as well as on evaluation of managerial performance. Schein designed and implemented two studies (Schein 1973, & 1975) in which she demonstrated that both male and female managers perceived that the characteristics associated with managerial success were more likely to be held by men than by women. Replicated again in 1989, (Brenner, Tomkiewicz and Schein, 1989) revealed that this view was still held by male managers and male management students. Female managers however, and female management students no longer sex typed the managerial position (Schein, Mueller and Jacobson, 1989). They perceived women to be as likely as men to possess characteristics required of successful managers.

She warns that . . . "to the extent that this attitude is unchecked by structural limitations, the male decision-maker may still favor the male candidate. A psychological barrier to the advancement of women in management, the 'think manager – think male' phenomenon can foster bias against women in managerial selection, placement, promotion and training decisions" (Schein et al, 1996).

Antal and Izraeli (1993), in an overview of women in management worldwide state that "probably the single most important hurdle for women in management in all industrialized countries is the persistent stereotype that associates management with being male" (p.63).

Fagenson and Jackson's (1993) research in the USA, found that over 80% of women CEOs claimed stereotyping and preconceptions of women managers were the main reasons for inability to gain top jobs within their organisation.

#### (4) Structural Barriers and Systematic Organisational Practices

Another *situation centred* hypothesis to account for the scarcity of women at senior levels identified by Burke and McKeen (1992) emphasises the '**structural and systematic practices**' which affect the treatment of women and which limit their advancement. These policies and practices include women's lack of opportunity and power in organisations, tokenism, lack of mentors and sponsors, denial of access to developmental opportunities such as challenging assignments and overseas assignments (Harris 1997), and the recruitment, assessment and selection processes organisations have in place.

Ferrario (1994) identifies this set as '*formal*' barriers, but points out they are underpinned by the negative attitudes women face to attain managerial positions and to their progress through the organisational hierarchy. She claims that a lack of focus on targets, lack of flexible work arrangements and child care benefits, and no provision for dual-earner household, all exacerbate the problems.

Both Ferrario (1994) and Powell (2000) identify these as 'situation-centred' explanations, which suggest that the nature of the work environment faced by women who aspire to management positions determines their fate more than their own traits skills and behaviours. For example, Kanter (1977) found that groups consisting of predominantly one gender, can have a detrimental effect on the performance of the group member in the numerical minority. There is also evidence that 'token women' are more likely to be inhibited in showing leadership behaviour than 'token men'. Finnigan (1982) studied working groups of professional social service staff and again found that the majority sex showed the most intense leadership behaviour. Particularly notable was the generally more passive role of women in groups that had been male dominated for some time. In

addition, other studies have shown the negative attitudes of some workers toward female managers (O'Leary, 1974). For the most part, situation-centred explanations cut across these last two themes, to include both research focusing on bias and stereotyping, and these structured organisational practices.

Powell (2000) suggests other 'situation-centred' explanations include a decrease in the supply of candidates for entry level jobs; an increased demand for managers due to a growing global economy; a global shift to an economy that is based less on manufacturing and more on information and services; social policies promoting equal employment opportunities and affirmative action within organisations; and other organisational characteristics and practices. Finally, Hochschild (1989) in her book 'The Second Shift', acknowledges the detrimental effect family and domestic responsibilities can have on women's careers.

#### (5) Gendered Culture Explanations

More recent research and theorizing has given rise to another focus for glass ceiling research, and suggests the masculine organisational culture as a likely explanation for the persistence of the glass ceiling phenomenon (Maddock, 1999; Marshall 1994; van Vianen and Fischer, 2002) .

Van Vianen and Fischer (2002) point out "although a male dominated culture has for a long time been referred to in the discourse on institutional barriers for women's careers, it is only recently that the characteristics and consequences of organisational culture have been systematically described and investigated". Maier (1999) in his review of the gendered sub-structure of organisations, found that the central conclusion drawn from this literature is that organisations are based on norms and beliefs, which are more frequently adhered to by men than women. Marshall's work (1984, 1995) on the patriarchal nature of society and work, falls within this theme. Masculine cultures, or masculine substructures, consist of hidden assumptions, tacit norms and organisational

practices that promote forms of communication, views of self, approaches to conflict, images of leadership, organisational values, definitions of success and of good management, which are stereotypically masculine (Maier, 1999; Marshall, 1994; Powell 1999).

Because the large majority of senior managers and directors are male, and because men are assumed to adhere more to masculine values than feminine values, it has often been argued that management sub-cultures are still likely to be dominated by masculine norms and values, and these masculine cultures form one of the core elements of the glass ceiling.

Ragins et al (1998), in their study probing the gender gap in the executive suite, senior female managers described corporate cultures that were inhospitable and exclusionary and pointed to this exclusionary corporate culture as the primary barrier for women's advancement. Under this culture perspective, they suggest that the problem does not lie with the individual women but with attitudes and subtle barriers in the organisation, which foster an inhospitable corporate culture. Ragins et al (1998) suggest two solutions. The first is to change the culture. The second approach is for the individual women to adapt to the culture. This second approach was consistently reported by the women executives in this study, but they noted that this approach "is definitely at odds with current perspectives on diversity in organisations, and does not represent a long-term solution to the problem" (p.36).

Van Vianen and Fischer (2002) point out that most research on the glass ceiling has been focused on mechanisms of exclusion and selection as the dynamics through which organisational culture forms a barrier for women's careers. They argue that women are silenced and banned from the dominant male culture by selection processes that are biased against women, and that there is significant evidence that exclusion mechanisms such as gender schemas, gender stereotypes, or prejudicial attitudes all play an important

role and influence judgments and evaluations of women unfavorably (Eagly and Carli, 2003; Eagly and Johnson, 1990; Kanter, 1977; Morrison and von Glinow, 1990).

#### **2.2.4 Focus on 'Top' management**

In a fresh approach to the glass ceiling phenomenon, Powell (2000) in his meta review identified that researchers have concentrated on two key questions. Early research tended to concentrate on the question '*Why are there so few women in management?*' (see section 2.2.2. Glass Ceiling research above). Later, more recent research however, has concentrated on the question '*Why are there so few women in top management?*'

Although there has been significant research into the glass ceiling phenomenon, research that focuses on women's movement into 'top' management positions has been scant (Powell & Butterfield 1994). Moreover, they point out that there has been very little research of any type (not just gender based), on how actual promotion and selection decisions are made for top management positions. Virtually all the empirical evidence and research on women's advancement up the corporate ladder has focused on lower or middle management positions.

*Why has the proportion of women in top management remained relatively small?* Powell (2000), argues that the forces that have driven the increase in the proportion of women in management overall, have had less effect on the proportion of women in top management. To explain why women have not made the advances into top management as expected, Powell suggests a number of both situation-centred and person-entered explanations. Person-centred explanations for why some women do not move up management hierarchies, at least in large organisations, have included sex differences in the desire to hold the kinds of jobs that exist at top management levels; and women's inclination to quit organisations and the corporate world altogether when faced with a lack of career opportunities in the current organisation (Marshall, 1995).

Because women candidates are clearly reaching the final assessment processes, in local government Chief Executive appointments, it is the **situation-centred** explanations explored by Powell (2000) that are deemed to be most relevant to this research.

#### (1) Lack of focus on ‘objective’ credentials

Powell suggests that ‘the higher the position within the managerial ranks the less importance is attached to ‘objective’ credentials such as education that women may acquire’ (Antal and Kriebach-Gnath, 1988 in Powell, (2000)), and that discriminatory selection practices are more easily prevented or addressed when there is a greater reliance on objective credentials for making selection decisions. Thus the effects of social policies such as equal employment opportunity laws and affirmative action programmes are seen more in women’s access to entry level management positions, than in top management positions.

#### (2) Patriarchal Social System

Marshall (1984) points out that throughout recorded history, a patriarchal social system in which the male has power and authority over the female has almost always prevailed. As a result, Powell contends that women’s presence in top management positions violates the norm of men’s higher status and superiority to a greater extent than women’s presence in lower level management positions. As it is not possible to just ban women from these positions in our society, this norm must be reinforced in more subtle ways, such as stereotypes of what constitutes an effective leader, and in the cognitive decision processes of decision-makers.

#### (3) Sex-role Stereotypes

In most societies, leadership in general, and management in particular, tends to be regarded as a masculine domain, i.e. one associated with men (Marshall, 1984). Schein

(1973, 1975) found that both female and male managers believed that successful middle managers possessed an abundance of characteristics that were more associated with men in general than with women in general. Powell (2000) argues that these stereotypes work to women's disadvantage at all levels of management, but they are most often invoked when women are being considered for top-level management positions because women's presence at such levels most violates the norm of male superiority.

A study by Vinnicombe and Singh (2002) among 363 managers in a large insurance company in the UK, used the Personality Attributes Questionnaire (PAQ) to identify managers own management style, and their perceptions of "a successful manager" who had reached the top team in their organisation. Results revealed significant gender differences, with over two-thirds of the women perceived the top team to be masculine or androgynous in style, whilst they described their own style was more feminine or androgynous. Males on the other hand perceived the successful manager to be more like themselves. The study provides further evidence of a shift in the perception of effective leadership toward a more androgynous management, but shows women were still thinking in the stereotypical 'Think-Manager- Think- Male' mode, which may limit their confidence to put themselves forward for promotion.

#### (4) Cognitive processes of decision makers

Perry et al's (1994) research focusing on the cognitive processes of decision makers about top management positions also reinforce the norm of male superiority. Perry et al (1994) noted that individual decision-makers develop schemata or mental models about the attributes of job holders that influence their hiring and promotion decisions. Schemata may be either gender based, incorporating the gender of job holders , or gender neutral , ignoring the gender of job holders. According to Perry et al (1994), gender is most likely to be incorporated into decision-maker's job holder schemas when primarily persons of one gender occupy the job under consideration and/or the applicant pool. Gender based schemata favouring men are more likely to arise in large firms than in



small firms, because large firms (1) have more formal job ladders from which women may have been systematically excluded in the past, thus providing greater stimuli for the triggering of gender-based schemata; (2) have more job titles, thus providing greater opportunity for the formation of gender-based schemata; and (3) fill more jobs and evaluate more candidates for the jobs, thus providing greater opportunity for the use of gender-based schemata.

#### (5) 'Similar to me' is safer

People make the most positive evaluations of, and decisions about, people whom they see as similar to themselves (Byrne and Neuman, 1992). Powell (2000) argues that decision-makers have preferences for job holders who are similar to themselves as a way to minimise uncertainty. Kanter (1977) characterised the results of such preferences in management ranks as homosocial reproduction, arguing the primary motivation in all bureaucracies is to reduce uncertainty. Hence Powell (2000) suggests that one way to minimise uncertainty in the executive suite is to close top management positions to people who are regarded as different.

Using gender-based schemata and preferences for job holders who are regarded as similar to the decision makers, are hence, ways for decision makers to minimise uncertainty when filling any type of job. Powell (2000) however, suggests that these processes are especially likely to be used when top management jobs are filled because the gender composition of the executive ranks most determines whether a societal norm of male superiority is upheld in the workplace

#### (6) Degree of structure in selection process

Finally Powell (2000) also argues that the degree to which the decision making process is structured and whether decision-makers are held accountable for their decisions will also influence the entry of women into top management positions. Powell(2000) says most

organisations do not have systematic procedures for making promotions to top management positions, handling each case on an ad-hoc basis instead and records are seldom kept of the recruitment or promotion process. As a result decisions about top management positions are relatively unstructured and subjected to little scrutiny, providing the opportunity for decision-makers' biases to influence the outcome of the decisions. In contrast, decisions for lower-level management positions that are more based on objective credentials may be scrutinised more readily, rendering decision-makers more accountable for their decisions.

Powell and Butterfield (1994) found that in investigating promotion decisions for US federal government senior executive positions in a cabinet-level department, that gender influenced decisions to the advantage of women. They suggested that women's advantage in such decisions may be due to the federal government's special promotion procedures in addition to its strong commitment to Equal Employment Opportunities. For example, all open positions are made known through a public announcement, second all promotion decisions are made using the same procedure, third, records must be kept of the entire decision making process for at least 2 years. These practices provide structure to the decision making process and enable identification of decisions not properly made, thereby making decision-makers more accountable for how promotion decisions are made. The authors note however that such practices are extremely rare, especially in the private sector.

Powell (2000) also points out that the proportion of women in top management is also influenced by their access to suitable developmental experiences as lower-level managers and to mentors. If lower level female managers are not groomed for top manager positions as much or as well as lower level male managers, they will be disadvantaged when competing for scarce top level management positions. Ohlott et al (1994) found that male managers experience greater task related developmental challenges in their jobs, whereas female managers with equivalent backgrounds and jobs experienced greater

developmental challenges stemming from obstacles faced in their jobs. Another key developmental experience is having a mentor. Powell (2000) believes that mentors significantly contribute to their protégés career success and satisfaction, and there is some evidence to suggest they buffer women from both overt and covert discrimination and help them to overcome obstacles to attaining top management positions (Ragins 1999).

Ragins, Townsend & Mattis (1998) undertook a large scale national survey of America's Fortune 1000 CEOs and their highest ranking women in their companies, to investigate why the gender gap still exists in the executive suite. The most surprising finding was that disparity in the perceptions of the Chief Executives (CEOs) and the perceptions of the high ranking women executives in their firms about the organisational and environmental barriers faced by their employees, and their company's progress toward equality in the workplace. They argue that commitment to breaking the glass ceiling, while important is not sufficient for change to occur, and that CEOs must also have a clear understanding of the subtle and overt barriers women face in their advancement.

Female executives identified 4 key strategies that had contributed to their advancement to senior management:

1. Consistently exceeding performance expectations
2. Developing a style with which male managers are comfortable
3. Seeking out difficult or challenging assignments
4. Having an influential mentor

CEOs and female executives were also asked to identify the key factors preventing women from advancing to corporate leadership. They were asked to select the three factors they considered to be the most significant in preventing women from advancing to the highest levels of corporate leadership. Research revealed a marked gender gap in perspectives

CEOs identified:

1. Lack of significant general management or line experience
2. Women not in the pipeline long enough
3. Male stereotyping and preconceptions

The women surveyed had a profoundly different view of the barriers that women face in breaking the glass ceiling. The women were more than twice as likely as the CEOs to consider '*inhospitable work environment*' as a barrier to women's advancement. Fifty-two percent of women identified '*male stereotyping and preconceptions of women*' as a top factor holding women back, (compared to 25% of CEOs). Forty-nine percent of women identified '*exclusion from informal networks*', (compared with 15% of CEOs), and '*inhospitable corporate culture*' was identified by 35% of women, but only 18% of the CEOs. They concluded that raising the consciousness of CEOs and other senior officers, to the barriers women face should be a key intervention in any attempt to bridge the gender gap.

### **2.2.5 Directions for research**

Much research into the glass ceiling phenomenon, has been based on anecdotal data (i.e. women's perceptions of how they got there), or on the assessment of influences on women's career and advancement experiences in general. Virtually all the empirical evidence/research on women's advancement has focused on lower or middle management positions, and there has been little research of any type, not just gender based, on how actual promotion decisions are made for top management positions (Powell and Butterfield 1994).

Research into women as managerial leaders has taken different forms from 'person-centred' to 'organisation-centred'. Ferrario (1994) suggests it is now time for research to concentrate on *the organisational context, biases and stereotyping* which exclude women

from attaining management positions. She also suggests that it is no longer productive to look at ways women managers differ from their male colleagues, but it is now important to look at the *negative perceptions and attitudes which contribute to the under-recruitment of women to management positions*. She suggests future research should investigate the processes through which negative perceptions bias women as managerial leaders. There have been numerous studies comparing men and women in positions of leadership, and one serious criticism of much of this research is that it has been self-report. Critics suggest that men and women have a tendency to stereotype their personal behaviours as much as they stereotype the behaviours of others (Epstein, 1991; in Ferrario (1994)). Finally Ferrario (1994) suggests that there has been insufficient research to study men and women managers in *organisational settings* or within the organisational context.

Larwood and Gutek (1987) (in White B; 2000) suggest that although it is likely that women's careers will be different from men, it does not mean that *every* study of women's career development should involve comparisons with men. They suggest that there is a need to move away from the impersonal aggregation of data to *small-scale, personal desegregated and dynamic findings*, if we are to gain any real understanding of the process by which women understand career success.

In a similar vein Bilimoria (2000), suggests that descriptive statistics and survey findings, other than reporting the facts of current practice and phenomena, generally do not advance the theoretical body of knowledge. She encourages academic researchers to desist from further investigations of a purely descriptive nature, and *focus their attention instead on theory driven qualitative and quantitative analyses that are likely to yield more complex insights into board level phenomena affecting women*. Overall, Bilimoria bemoans a disturbing lack of theory driving the empirical work. She identifies the *recruitment and selection of women as an important topic for future research at board level*, and that recruitment and selection processes to the board as a whole, and the

director appointment process to the various committees of the board, are areas requiring more detailed investigations, in particular *the beliefs held by those with influence over these decisions*.

### **2.2.6 Focus of this research**

In this research, the views from both the appointee (the Chief Executive) and the appointer or the decision maker (the Elected Member) about 'Fit' are explored. The construction of fit is analysed to discover whether it is gender based, or if it is affected by gender stereotypes.

While local authorities in general developed good equal opportunities policies in the 1980s, and made significant progress recruiting women and black and minority ethnic staff, recent research has pointed out that it can now be seen that the resultant policies and practices did not facilitate a more representative workforce at every level in the organisation, and in particular at the most senior levels (IDeA & LRDL 2004).

Local authorities have prided themselves on their approach to equality and fairness, and for the most part have held these as foundation stones to their recruitment and selection practices. They have in general, gone to great lengths to develop 'fair' practices and demonstrate they value 'objective credentials' and 'objective processes' in their selection processes. In the appointment of the 'top' or most senior officer of the council the Chief Executive Officer, the position is almost always advertised publicly. Much time and money is usually spent in using external consultants to develop and run bespoke and 'objective' 'assessment centres' to identify candidate's key strengths and weaknesses. Under the requirements of the Local Government Act (1989), Local Authorities are charged with keeping a record of the decision process in appointing the Chief Executive Officer, for public scrutiny. It is not known however, what level of detail is included in this 'record' or whether detailed notes of the final appointment discussion are taken.

Because of the nature of local body politics, it could be argued that the appointment decision may be subject to more 'scrutiny' than the equivalent position in the private sector, especially when appointment panels represent a mixture of political groups. However, the exact details of the 'how each final appointment decision is made' by the key parties involved is still shrouded in mystery. Usually behind closed doors, sometimes involving political tradeoffs, the final decision making process in the appointment of a new Chief Executive in local government, is still subject to all of the problems referred to by Powell (2000) above.

## **2.3 Person- Organisation Fit Literature**

This section will explore the current Person-Organisation Fit literature, which is set in the context of the selection and recruitment research.

### **2.3.1 The Changing Context of Assessment**

There is large body of literature from the field of psychology and, to a lesser extent, sociology which is devoted to assessment and selection, and to the notion of ‘fit’ between organisations and individuals. However, the vast majority of selection and assessment literature over the last 80 years has focused on the traditional or ‘*scientific*’ view of selection, and in particular the ‘micro’ view promoted by academic psychologists of improving the statistical accuracy (validity and reliability) of assessment instruments and processes. This is a distinctly **psychological model**.

The **social psychology** model however, questions the traditional psychological model’s view of ‘full rational processing of information’ by selectors about candidates, against well defined person specifications. This social psychology view focuses more on the use of schemas and stereotypes by individuals to assist information processing, and has in general received less research attention.

Increased changes in globalisation of business have resulted in fundamental changes in the structure of organisations, the nature of the employment relationship and a reduction in the extent of internal labour markets. “The implications for ‘traditional’ models of assessment are profound” (Herriot, 1995).

Herriot (1995) suggests we now need to redefine the concept of ‘job’, which, if continuously changing, then cannot, by definition, consist of a set of tasks that remain constant over time. This makes traditional ‘job analysis’, and the prediction of successful



performance difficult. “The cornerstone of traditional selection theory, predictive criterion validation, becomes difficult if not impossible” (Herriot,1995; p198).

Isles and Salaman (1995) in an attempt to describe and explain developments in assessment and selection have identified two predominant models of selection and assessment that have pervaded the research.

The ‘**Psychometric-Objectivist**’ Model, has been widely accepted model by both psychologists and human resource practitioners. Current orthodox theory and practice overwhelmingly assumes this model. This model has its roots in the nineteenth and early twentieth century British and American work on individual differences and in the development of psychometric and statistical techniques to identify and measure these differences. This model is fundamental to the understanding of the design of most selection systems used today, as it supplies the basic rationale for the choice of methods, criteria and processes which are used. This approach underpins ‘scientific selection’, where it is believed that selection is about the use of assessment techniques and technologies to measure an individual’s abilities and to try to match these to the requirements of the job. The assessment criteria, are then validated by statistical processes. This model is still currently presented as ‘good professional practice’ and is used by the American legal and judicial system as a ‘good practice’ requirement when investigating cases of employment bias. However it is now widely recognised that this model often does not fully represent actual practice, and as Herriot (1995) has suggested may have become untenable in the current organisational and employment context.

The key assumptions of the Psychometric-objectivist model are:

- Key purpose of assessment is the prediction of job performance
- By and large people do not change much; characteristics remain quite stable and this enables prediction of job performance.

- Objective assessment of individual attributes is possible and this can be used to predict job performance
- Job content remains relatively stable and consists of specific tasks
- Job performance is measurable
- The information from selection processes is owned by the organisation.

Like Herriot (1995), Iles and Salaman (ibid.) also acknowledge that many of these fundamental assumptions are now very questionable. They suggest that the whole notion of 'job' as a stable and discrete set of tasks is now under pressure, as organisations change, decentralise, restructure, get flatter and devolve accountability, the expectation is of team working, multi-tasking and flexibility from staff members, rather than rigid definition of jobs.

An opposing model of assessment and selection, acknowledging the more social – psychology view is the '**Social Process**' model of selection. This model considers the selection process to be a social process, and acknowledges selection within a broader theoretical perspective of human abilities, personality, motivation and skill acquisition. This model requires an examination of both the task demands of the environment and their interaction with individual psychological variables. It is concerned less with measurement, prediction and job performance than with attitudes, interactions, negotiation, identities and self-perception - distinctly social psychological constructs. The assumptions of this model contrast directly with those underlying the Objectivist Psychometric Model. For example:

- Key purpose of selection is to establish a relationship between the applicant and the organisation - a psychological contract.
- Organisations and People are constantly changing as they interact with each other.
- It is how individuals see themselves - their self concept, their self esteem, their intentions and aspirations which best predict their actions at work.

- Job performance of any one individual is hard to assess, and is the product of the interaction of the individual and their work environment, rather than the individuals themselves.
- Jobs are not construed so much as a set of tasks, as a set of relationships wherein several people hold different expectations of the job.
- Individuals must have some ownership of data pertaining to them.

These models have been applied to research focused on the Interview (Anderson 1992), and is still part of an active debate surrounding the role of interviews in selection and assessment processes.

There is a sizeable body of research in the social psychology literature investigating the use of schemas and stereotypes and their role in creating bias in selection processes. Social cognition theorists believe that the schema is an integral part of human cognition with respect to an individual's active construction of social reality. The concept of stereotype is particularly important to understanding bias in selection decisions. (Harris 1997). The work of Perry (1994) is discussed later in this chapter.

### Reliability and Validity of Selection techniques

In line with the Psychometric-objectivist tradition, much research by selection psychologists has gone into proving the relative **reliability** and **criterion related validity** of different selection methods. Criterion Validity refers to the extent to which the assessment technique (or predictor) accurately predicts performance on the job (the criterion measure). Reliability refers to the consistency of the assessment technique. The selection and assessment literature is littered with such studies. One of the biggest problems with such studies was the small sample sizes used and the differing organisational contexts, which was thought to prevent the generalisability of results. In many ways this 'problem' was eliminated in the 1980s with the introduction of the

statistical technique of 'meta-analysis'. This technique gained popularity as a way of combining validity and reliability data from several studies to produce larger sample sizes and generally more statistically robust results, and much of the traditional selection literature includes meta-analytic studies in order to 'prove' the reliability and validity of some assessment techniques over others. The research focus is however, on 'proving scientifically' that some assessment methods are more valid than others, and the implication is that organisations interested in 'good' assessment should focus on the more valid methods of assessment. Hunter and Hunter (1984), and Schmitt et al (1984), in their meta-analytic studies demonstrated that some of the more criticised selection techniques may, in fact have higher validities than formally expected (e.g. the interview), and suggest multiple assessment methods or 'Assessment Centres' may have the highest of all validities.

### **2.3.2 Management Selection Practices in the UK**

Various studies have documented the use of different testing and selection practices in the UK. These studies have tended to show that methods that are well established and needing little technical skill have tended to be the most popular, although the research findings suggest they are also the least valid.

Robertson and Makin (1986) surveyed 108 organisations from the Times 1000 (1983) list - these were mainly large organisations. No public sector bodies were included. The results revealed that whilst the usage by large organisations of assessment centre type exercises and biodata is increasing, most organisations still selected managers on the basis of interviews and references.

Shackleton and Newell (1991) undertook a similar study five years later, comparing the methods used to select managers in 73 British and 52 French organisations. They compared their results with those obtained by Robertson and Makin (1986).

Their findings were encouraging in that other 'more valid' methods of selection such as psychological tests, biodata, and assessment centres were being used more frequently, although the interview remained dominant. In particular their results showed a three-fold increase in the reported usage of assessment centres in Britain over the five year period, and that 25% of the British companies used this technique with more than half of their management candidates.

The Local Government Management Board (1991 & 1998) has undertaken similar research investigating psychological testing and management selection practices in local authorities in England and Wales in 1991 and 1997. The results of the 1991 survey (271 responding authorities) show results generally in line with Robertson and Makin's (1986) and Shackleton and Newell's (1991) study, in that almost all local authorities used Application Forms (94%), Interviews(90%), and References (83%), and an increasing number of authorities were beginning to use Personality Questionnaires (52%), Cognitive tests (39%) and Assessment Centre-type exercises (38%), mainly for recruitment and selection purposes.

The results of the 1997 survey showed a picture overall of continued growth in the use of psychological tests (both cognitive and personality) in this sector. In particular the 1997 survey showed an increased usage of these tests at the Chief Executive and Chief Officer level.

The type of interview used in local government seems to contrast directly with those used in business (Robertson and Makin, 1984; Shackleton and Newell, 1991). In particular local authorities surveyed in 1991 and 1997 showed a much higher use of both panel interviews (97% & 87% respectively) and multiple (2-3) interviewers (95% & 98%) and lower use of one-to-one interviews (38% & 15%). The reverse proportions were true of business, with 75% of businesses using the one-to-one interview and only 37% of businesses using the panel interview (Shackleton and Newell 1991).

A similar result, indicating high usage of the panel interview was reported by Rudolph (1999) in her research identifying trends in human resource practices adopted by the civil service and other public sector bodies. There is some evidence that structured panel interviews have some merit in minimising many of the problems (e.g. low validity and potential for bias) normally associated with an unstructured, one-to-one interview (Arvey, 1979; and Arvey and Campion, 1992).

The LGMB's 1997 survey, showed an overall increase of the use of assessment activities in local authorities in England and Wales. For example 76 % of responding authorities said they now were using ability tests compared with 39% in 1991. The 1997 survey suggests that the vast majority of psychological tests were used for recruitment and selection, and that 80% of the ability tests, and 97% of the personality questionnaires were used at Chief Executive and Chief Officer level.

Overall, survey evidence on the types of assessment and selection techniques used in local authorities show a move to what are generally considered more 'reliable and valid' methods of assessment. What is not available however, is information specifically relating to assessment procedures used in Chief Executive selection procedures, although the Pilot Study (detailed in Chapter 4) identifies the predominant use of multiple assessment exercises if not actual assessment centres for Chief Executive appointments in local government.

### **2.3.3 Discrimination in Selection and Assessment**

The research focusing on discrimination in selection and assessment can be divided into two main traditions – that taking a psychological perspective and that taking a more social psychological perspective.

### The Psychological Tradition

Much of this research into fairness and gender bias and discrimination in selection and assessment is in the 'psychological' tradition. Some of the most relevant academic literature in this area in the UK, is that by Alimo -Metcalf (1993, 1994). She suggests that one approach to understanding the under-representation of women in management is to scrutinise assessment practices used by organisations.

She believes that serious concerns arise concerning assessment bias against women entering the assessment process in all three main stages of the assessment procedure. Namely:

- a) the identification of the **criteria or dimensions**, on which the assessments will be based
- b) The **methods or techniques (or predictors)** chosen as methods of assessment, and
- c) the **assessors' judgments** or assessment process itself ,of women's performance by people who are using the data collected to make a decision.

Alimo-Metcalf's starting point for potential gender bias is the job analysis stage. Not only does she draw attention to the fact that 'without doubt there is substantial gender bias in the literature and models of management', but that this bias has also passed into the predominant, popular and pervasive views of effective management. She suggests that it is only since the early 1980's that a female perspective has been introduced into research on management, by the likes of Gilligan (1982) and Marshall (1984), and other feminist scholars. She suggests that the all pervasive male view of management is relevant to the process of assessment as it forms one of the major and ubiquitous sources of gender bias in selection and assessment of women in management - If "what is believed to constitute managerial effectiveness is male and the managers from whom you are eliciting examples of effective managerial behaviour from are also male, then every aspect of the assessment process will be permeated by this androcentrism". As a result - the dimensions against which the individuals will be assessed; the behavioural indicators

of effectiveness and non-effectiveness; - the selection of psychometric instruments, and - the design of the Assessment Centre (including exercises, behavioural guidelines, or checklists used by assessors) will contain an inherent 'male' bias.

The selection of the predictor can also be a source of bias against women in assessment procedures. There has been much research undertaken into the potential for bias in the interview. In particular women are disadvantaged when applying for 'out-of-role' jobs (Rosen and Jerdee 1974, Cohen and Bunker 1975), particularly when they are regarded as physically attractive (Iles & Robertson 1988) and when the job involves supervising male subordinates (Rose and Andiappan 1978). Dipboye's research suggests that this is equally true for both male and female interviewers (1975, 1977). Physical appearance has long been recognised as a potential biasing factor in personnel decision making. Heilman (1985) investigated the effect of appearance on the causal attributions of an individual's corporate success and found that 'attractiveness' had different effects on the degree to which an individual's success was attributed to ability. Men's ability attributions were enhanced by good looks, while women's ability attributions were detrimentally affected by good looks. The reason for these phenomena has been explained in terms of sex-role stereotyping and role incongruence.

Other research has also identified bias in the construction, use and interpretation of both cognitive ability tests and personality measures. There is a wealth of research into the how Assessment Centres may or may not prevent gender bias in assessments. This research is varied, but suggests that Assessment Centres may have higher validity for women. "Briefly stated, they suggest scores of lower concurrent validity, but higher predictive validity for women" . . .in Assessment Centres (Alimo-Metcalfe 1994). In Assessment Centres, assessor judgments are usually assisted by standardised behavioural frameworks or guidelines which contain specific examples of average, above-average and below-average behavioural indicators. Alimo-Metcalfe (1994) warns that if these



indicators have emerged from studying an all-male, or predominantly male group, then these offer potential sources of gender bias.

The assessment of performance of women in 'group' tasks can also contain possible sources of gender bias in relation to group dynamics. Evidence suggests that women are less likely to emerge as leaders in leaderless groups. The work of Kanter (1977) also draws attention to how being a numerical minority inhibits a member's performance in a group situation, particularly one without a history of working together. Work by Finigan (1982) obtained results that confirmed that being in a numerical minority inhibits member's performance. She used three sex-ratio situations; male-dominant groups, female-dominant groups, and those in which there were equal numbers of both sexes. Under achievement was particularly pronounced for females in male-dominant groups, and was found to be due, in part, to males controlling the input of women to the discussion.

Other work emphasises the importance of assessor training in both 'objective' observation and the use of decision making aids for assessment, to reduce the possibility of gender bias in assessment centres. Overall, however Assessment Centres are thought to be a potentially useful technique for organisations to improve their recruitment and selection procedures and to minimise bias and unfair discrimination, especially in managerial selection (Iles 1989).

Alimo-Metcalfe (1994), has pointed out, although going along way to improve the reliability and validity of the selection process, Assessment Centres and the techniques they encompass are still prone to many of the problems associated with single techniques, e.g. Interview, Psychometric Testing, Group Exercises, etc. She warns that "as organisations purportedly attempt to increase the 'fairness' and objectivity' of assessment processes, they may in fact be increasing the effect of gender bias. Furthermore as

techniques of assessment become more complex, sources of bias are far less obvious and hence less likely to be challenged (Alimo-Metcalfe 1994).

In general, in the appointment of local government Chief Executives, great lengths (and great expense) are gone to, to conduct 'objective' selection and assessment processes. It would appear that the full, rational psychological model, which assumes full rational processing of 'objective' information by selectors (Elected Members) about candidates, against well-defined person specifications, is the accepted and unquestioned current orthodoxy. The next section explores an alternative model of selection, which questions the above model, and presents an alternative explanation for continued discrimination in selection.

#### The Social - Psychological tradition

Research into discrimination from a **social-psychology perspective** explores the nature of selection as an instrument of control, whereby prospective employees are assessed to see to what extent they will be able to 'fit' existing organisational norms. It is believed that organisational leaders create schemas and stereotypes which can create bias in selection systems and which help perpetuate the existing power balance (Harris 1997).

Perry et al. (1994) investigated gender-based selection decisions and attempted to provide a conceptual framework that incorporated both the social-psychological and the psychological aspects of selection in order to arrive at a holistic explanation of gender-based decisions. Perry et al (1994) point out that the effects of organisational selection on gender segregation have been studied from two perspectives. The 'contextual perspective' focuses on factors that predict variation in gender segregation across jobs, occupations or firms. The 'cognitive perspective' concentrates on how individual decision makers use gender when evaluating job applicants. Perry et al (1994) argue that the interaction between **context and cognition** may be partially responsible for the persistence of gender segregation.

Perry et al (1994) identify several **contextual factors** which influence the extent to which selection will be based on gender. These included a) demographic composition of applicant pools, organisation, job or leadership positions, where a predominance of one gender will influence the level of gender segregation; b) Organisational structure and size (with particular reference to 'job ladders' segregated by gender); and c) the power of key interest groups inside and outside the organisation.

Perry (1994) says there is some evidence to support the fact that organisations whose hiring and employment practices are exposed to scrutiny by powerful external constituents, appear to have lower levels of gender segregation than organisations whose employment practices are not subject to external scrutiny.

The proponents of **cognitive perspective** on selection decisions argue that organisational decision makers are imperfect evaluators who render social judgments about job applicants. A cognitive theory suggests that based on decision makers' perceptions of the average marginal productivity of men and women, they use some type of 'mental discriminant function' to classify jobs into 'female' jobs and 'male' jobs.

Proponents of this social judgement model argue that decision makers do not store information about jobs and job holders in memory as an exact representation of real world phenomena. Rather they gradually acquire a set of generalised models of important, repeatedly encountered categories of people and objects. Perry et al (1984) conclude that little is known about the content of decision maker's schemas, and call for more research in this area.

Finally there is a wealth of research concentrating on gender bias in the interview.

Arvey (1979), and Arvey and Campion (1992) summarise findings into this well researched area, and identify a number of 'problems' with the 'unstructured' interview

typical of the average employment interview: A summary of the research points out the well documented problems of Stereotyping; Primacy-Recency Effect; Contrast Effect; Similar-to-Me Effect; Negative Information Bias Weighting; and Personal-Liking Bias (see Arvey and Campion (1992) for more detail). These underlying themes identified in much of the interview research, highlight the susceptibility of interviewers to a range of dysfunctions or biases in decision making.

Interviews still play an important part in local authority appointment processes, despite a move toward more 'high tech' assessment procedures which include multiple assessment methods or full blown assessment centres. All respondents who took part in the pilot study (see Chapter 4) identified a final interview with a Panel of Elected Members concluded their appointment procedure, which are often less structured than other interviews held as part of the one or two day assessment procedure. The relative lack of structure in this final interview could be a real problem for women candidates as highlighted by Anna Whyatt, past Chief Executive of the London Borough of Southwark commented . . . "Local government appointment procedures rely heavily on good presentation and interview techniques, and women often don't present themselves at their best in this situation." (The Guardian Newspaper, 1992).

### **2.3.4 The Role of Executive Recruitment Consultant and Agencies**

Research as early as 1980 (British Institute of Management) has shown that the higher the vacancy in the management hierarchy the less open the recruitment method and the more likely it is that external recruitment sources are used.

There is little published research on the assessment practices used to make the most senior appointments in organisations, although the trend suggested above in the BIM study is thought to have increased.

Sears (1982) investigated the use of executive search and selection consultants for positions at Director/Board level. Using a self completion questionnaire the sample consisted of 378 companies from the Times Top 1000 companies. She found that companies use executive search much more for the Director/Board level appointments than for any other senior management position (62% would be most likely to use executive search to locate a Managing Director). The next two positions most likely to be filled through executive search were Financial Director (52% of responding companies) and Marketing Director (46%). It is likely that more recent research, if available, would confirm or increase these findings.

Promoted by the fact that increasingly UK organisations are using executive recruitment agencies to identify, attract and select managerial staff on their behalf, Clark (1992) in a more recent survey, looked at the selection methods used by Executive Recruitment Consultancies. He identifies the difference between **executive search** and **executive selection** - the former involving the identification of candidates through direct and personal contact and tends to be pro-active. The latter is the identification of potential candidates through recruitment advertising and tends to be re-active.

Overall Clarke's (1992) survey respondents (820 executive search recruitment agencies), indicate a heavy reliance on use of selection methods with low validities. This mirrors the work of Robertson and Makin (1986) of what happens in industry generally. The results indicate almost universal use of the interview, despite their known deficiencies in terms of reliability and validity. In addition references were the next most popular selection methods used by UK executive search and selection consultancies (at 88% and 81% respectively), where again significant research indicates concern about their validity as a selection device. The survey also found that 40% of search and 45% of selection companies used psychological tests, although no indication of which tests were used and at what level. Clarke goes on to suggest five possible reasons for the usage of selection methods with low validities - Client expectations (e.g. of interview); Role of

consultants(not being trained in more rigorous selection methods); Consultant qualifications (very few are assessment specialists); Impact on candidates (high face validity of interviews help to personalise a process where for a great part of the time the client organisation remains a shadow.); Consultants may view process as two-way social process (hence requiring a certain amount of influence to encourage the candidate to accept the job offer.)

Whatever the reasons for recruitment consultancies use of supposedly less valid methods, they remain a 'big player' in the field of senior executive recruitment, in all sectors including local authorities. However the lack of information and research about the selection methods and practices used at this level, by such consultancies, raises a question about the extent to which these consultancies are using 'good practice' approaches which would help ensure the elimination of gender bias in senior management appointments.

This section has concentrated on the recruitment and selection literature. As previously stated this is a well researched area, and there is much literature on gender bias in selection. However this review has confirmed that there is little, if any research concentrating specifically on appointment procedures used to appoint CEOs, and the extent to which these procedures may or may not promote discrimination and gender bias at this level.

### 2.3.5. 'Person-Organisation Fit' Literature

The notion that it is desirable for individuals to 'fit' their 'environments', is not new and has become a basic tenet in many areas of psychology and human resource management. As Rynes and Gerhart (1990) point out, questions concerning person-environment fit have provided much of the impetus for research in occupational psychology and vocational guidance (Holland, 1973; Spokane, 1987), recruitment (Schneider, 1986; Wanous, 1980), socialisation (Fisher, 1986), and work adjustment (Lofquist and Dawis, 1968).

In studying organisational selection practices, researchers have commonly identified two forms of fit that may be important in hiring decisions. The first is *person-job fit (P-J fit)* or the match between an applicant's knowledge, skills and abilities (KSAs) and the requirements of a specific job. This is the traditional view of the selection process and assumes that organisations hire persons whose KSAs are compatible with the job requirements. The second type of fit is *person-organisation fit (P-O fit)* or the match between the applicant and the broader organisational attributes. It can be argued that changes to the way we are working are making P-O fit an increasingly relevant concept.

Rynes and Gerhart's employability research (1990) pointed out that despite the popular and intuitive appeal of the concept of 'fit' in selection remained elusive, and that "fit continues to evade precise consistent definition" (p14). They found that there appeared to be no universally accepted conceptualisation of 'fit' in a selection context, but they presented the following four statements as being consistent with the bulk of previous research on the subject:

- (1) although fit may encompass some elements of correspondence between individuals KSAs (Knowledge, Skills and Abilities) and job

requirements, the construct extends considerably beyond such immediate job related factors.

(2) assessments of fit become most important after applicants have been deemed adequately qualified to perform work; as such they are often the determinative assessment in decisions to extend job offers.

(3) as commonly employed the notion of fit implies a distinct firm-specific component to applicant evaluation, that is, evaluations of fit are presumed to include something more than just (a) assessments of 'general employability' for any organisation or (b) idiosyncratic reactions of individual evaluations.

(4) because many of the attributes associated with fit are interpersonally exhibited and evaluated, fit is most commonly assessed via the employment interview.

The traditional focus in selection was on P-J fit, or hiring the individuals with particular skill sets to fill vacant positions. However as the business world became increasingly complex and dynamic, many companies expressed a rising interest in flexible staffing. To meet this need, many scholars recommended broadening the focus to include P-O fit (Kristof-Brown, 2000). Unlike P-J fit, the characteristics often associated with P-O fit are *values*, and *personality traits*, and the focus is on fit with broad organisational attributes, rather than job specific tasks. Current thinking supports the notion that P-J and P-O fit are both important, and both should be sought during recruiting (Bowen et al, 1991; Judge and Ferris, 1992; Rynes and Gerhart, 1990).

Kristof Brown's (2000) research set out to investigate whether recruiters form distinguishable perceptions of applicant Person-Job (P-J) fit and Person-Organisation (P-



O) fit. Kristof Brown (2000) used repertory grid technique to examine the relationship between perceived P-J and P-O fit and hiring recommendation. She found that each type of fit contributed uniquely to selection outcomes. Although there was some overlap, KSAs were mentioned more frequently as indicators of P-J fit, and personality traits and values mentioned more frequently as indicators of P-O fit.

Rynes and Gerhart's (1990) found that interpersonal skills, future goal orientation and personal appearance contributed significantly to the assessment of the applicant's 'firm-specific' employability or P-O 'fit'. Their research pointed out that most discussions of fit have implied something more than a simple match of individual to a jobs requirements, and have frequently mentioned the notions of '*chemistry*' or finding the '*right type*'.

Adkins et al (1994) defined Person-Organisation (P-O) fit as congruence of the personality traits, beliefs, and values of the employee with the culture, strategic needs, norms and values of the organisation.

Person -organisation fit has been most frequently studied, as individual - organisational value congruence (Adkins, Russel, & Werbel 1994; Cable and Judge 1997; Chatman 1989; Posner 1992). O'Reilly, Chatman and Caldwell's (1991) research suggests that the fit of firm specific and individual values may underlie earlier discussions of chemistry. Judge and Ferris (1992) suggest that recruiters may use themselves as benchmarks to assess P-O fit. Therefore, if an applicant and recruiter appear to share the same values, the recruiter is likely to judge the applicant as having a good fit. Adkins et al (1994) found support for this relationship, showing that congruence between applicant and recruiter values predicted recruiter's perception of the applicant's P-O fit. The 'similarity-attraction paradigm' suggests that similarity leads to liking and increased attraction between individuals (Byrne 1971). Therefore Kristof-Brown (2000) argues that recruiters will have better interactions with, and are more attracted to, applicants with personalities similar to themselves and others in their organisations (Dipboye 1992).

In an attempt to define and measure 'fit' as values, Chatman (1989) defined person-organisation fit as the congruence between the norms and values of organisations and the values of persons. Chatman (1989) developed a standardised instrument to generate applicant and organisation value profiles that can be compared to assess fit - the Organisation Culture Profile or OCP. She argues that although many aspects of organisations and people are important in determining behaviour (e.g. Abilities, job requirements, personality characteristics and vocations) a fundamental and enduring aspect of both organisations and people are their values (Katz and Kahn 1978).

On the person side Chatman (1989) describes individual values as *enduring beliefs through which a specific mode of conduct or end-state is personally preferable to its opposite*. On the organisational side, she describes value systems as *providing an elaborate and generalised justification both for appropriate behaviours of members and for activities and functions of the system*. Norms are closely related to values in that they make explicit the forms of behaviour that are appropriate for members of that system. Organisational norms and values are a group product even though all members of the group would not have the same values, a majority of active members would agree on them and members of the group would be aware of the groups support for a given value. Rynes and Gerhart (1990) and others, however, suggest that value congruence would be only one of several key components of fit.

Chatman (1989) believes that, although consideration of a candidate's abilities is important, selection processes may be more loosely linked to person-job fit that industrial psychologists have claimed. She suggests that selection processes serve a more subtle function for recruiting firms - the screening out of people who are incompatible with the organisations norms and values. She goes on to suggest that one reason why the interview (which is known to be a poor predictor of how well a person will perform in a job) continues to persist is that it may enable the interviewer to assess how well the person's values fit the organisations values and norms.

In reviewing ‘what is this thing called fit?’ Schneider et al (1997), ask why Fit is seen as desirable. The first stream of research focused on fit as good for the person, as good Person – Environment fit allows the person to chance to gratify their needs. In this research tradition the criterion of interest has been the *individual affect*, primarily individual adjustment and satisfaction or stress reduction. Usually (but not always) in this tradition, high levels of fit are thought to yield positive consequences. A second stream of research focuses on fit is good for the organisation (or organisation effectiveness), and has conceptualized fit as the degree to which individuals fit what the organisation requires. Bowen, Ledford and Nathan (1991) in their article ‘Hiring for the organisation no the job’ most clearly articulate this approach. Thus we have moved from fit being a concern for individual adjustment and satisfaction to fit being about organisational effectiveness. Bowen et al (1991) recommend that each organisation should identify through organisational analysis what it requires in terms of worker personality and values and then develop measures to select such persons. They do not deny the importance of selecting individuals whose knowledge, abilities and skills fit the requirements of the job (i.e. the importance of P-J fit), or eliminating traditional methods to select people for job relevant skills, but their emphasis is beyond selection for a job. Their logic is that selection for an organisation will provide firms with increased flexibility in moving people from job to job. They argue that an additional benefit of focusing on fit of psychological variables of personality and values, is that these variables do not discriminate on the basis of demographic characteristics. Hence they simply recommend incorporating P-O fit criteria to better predict long term performance and potential in multiple jobs within the organisation. Their logic rests on the presumption that good fit of people to organisation’s culture will be beneficial to organisational effectiveness. Others however, (Argyris 1957) would disagree with this, and suggest that too much of the ‘right’ type’ is dangerous for organisations, and could cause stultification and lack of organisational innovation. Schneider et al (1997) also identify that there may be a ‘dark side’ to good fit, suggesting that too much of a good fit results in narrowing of the

perspective from which information in the environment is perceived and a possible reduction in the ability to sense and adapt to change in the environment, and they argue for a balance between P-O and P-J fit in organisational selection processes.

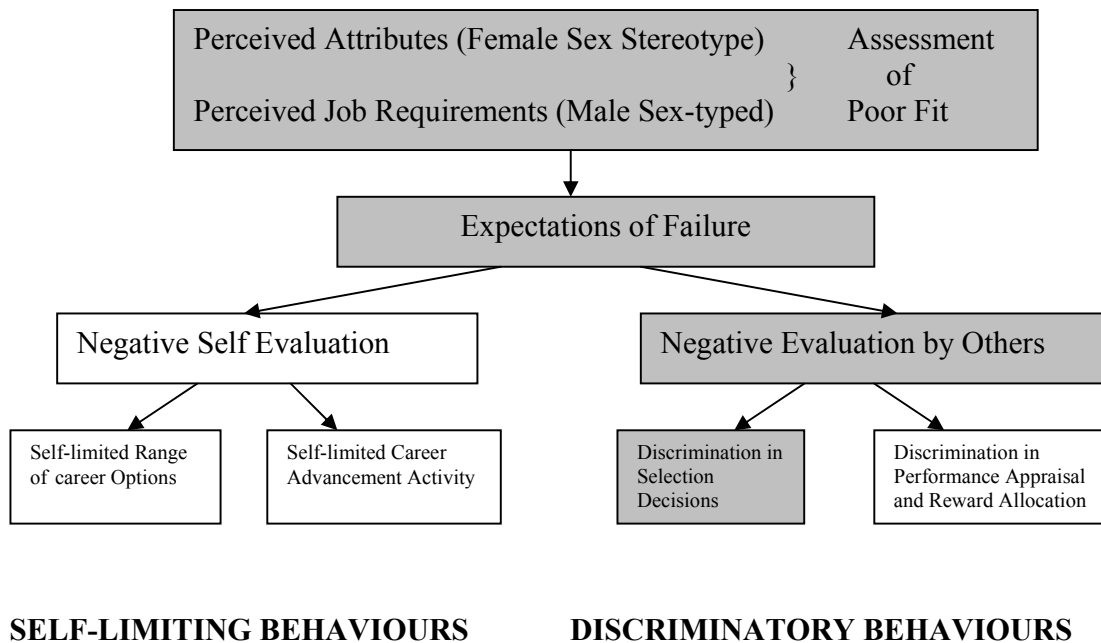
Other research has found that that tenure has a moderating effect in person-environment fit (Ostroff and Rothausen 1997). This research showed that teachers with longer tenure generally ‘fitted’ the school better than their colleagues with shorter tenure. Person factors were represented by personal orientations of teachers, and environment factors were represented by organisational climates in schools. Other research has focused on the role of organisation socialisation in increasing fit. Organisational socialisation is defined as ‘the process by which an individual comes to appreciate the values, abilities, expected behaviours and social knowledge essential for assuming an organisational role and for participating as an organisational member’. (Louis 1980). Van Vianen and Marcus (1997) focused on person-climate fit and investigated the development of attitudes and activities of newcomers in the 18 months following the first period of socialisation, with mixed results. They hypothesized that people who remained in the same organisation environment (i.e. did not leave) would show increases in fit between preferred climate and perceived climate. This hypothesis was not confirmed. They found very few changes between eight months after entry and 18 months later. They concluded that overall person-climate fit and work attitudes have stabilized after the first socialisation period.

An older, but useful model incorporating both the ‘Fit’ research and sex-role stereotyping was developed Heilman (1983). She called her model the ‘Lack of Fit’ model. It provides a broad explanatory framework which encompasses both reasons for organisational discrimination practices and self-limiting behaviour on the part of women. She argues that expectations about how successful or unsuccessful an individual will be when working at a particular job are determined by the ‘fit’ between the perception of an individual’s attributes and the perception of the job’s requirements in terms of skills and abilities. She views these “performance evaluations” as having critical consequences, due

to a cognitive tendency to perpetuate and confirm them. In this way they influence whether people choose and are chosen, for employment. Performance evaluations influence how work outcomes are evaluated and rewarded, and they influence whether and how individuals seek to advance their careers. Applying these concepts to sex-stereotyping and sex-typing of jobs, she developed the ‘Lack of Fit’ model below.

She proposes that . . . ‘the presumed lack of fit that arises from a perceived attributes-job requirements incongruity underlies each of the many varieties of sex-bias in the ‘world of work’, and that ‘the larger this perceived incongruity, the worse the presumed lack of fit and therefore the greater the likelihood and/or magnitude of sex-biased judgments or behaviours’. As a result ‘variations in the presumed lack-of-fit, either due to the extent stereotypes are applied to an individual woman, or due to the extent that a given job is masculinely sex-typed, should correspondingly influence the degree and frequency of sex-bias that results’.

Figure 2.1: Lack of Fit model, regarding occupational sex bias (Heilman 1983)



It is the shaded component of this model that has the most relevance to this research.

Schneider's (1987) ASA model (attraction–selection–attrition) is another model of fit which describes a mutual mechanism of adaptation between the person and the organisation. He argues that over time, organisations naturally attract, select and retain people who are homogeneous with respect to type. This happens because people are naturally attracted to similar others and if they are dissimilar they leave the organisation. The combination of selective attraction to organisations, followed by formal and informal selection based on fit, and finalized by attrition by those who do not fit, yields a conformity in the outlook of organisational members that can render organisations incapable of adapting to environmental changes. Schneider, like many researchers in this area, conceives of the 'O' or 'the organisation' in 'P-O Fit' as comprising the people within it, that is, an 'aggregate of the employees'.

In a paper promoting the beneficial aspects of Person – Organisation Fit, Cooper Thomas and Anderson (2002) provide an overview of the objective/independent and the subjective/dependent methods of assessing fit. They point out that during all stages of the selection and socialisation process, there are both subjective and objective evaluation methods available to both candidates and those involved in the organisation's assessment and HR processes for improving P-O fit. They suggest that subjective methods have the advantages of flexibility, in that both candidates and organisational representatives can explore a wider range of values to assess for matches, than may be found within the limits of objective information. Furthermore they point out that subjective perceptions of fit have been found to be more closely associated with important outcomes than objective perceptions, including organisational attraction and job offer acceptance (candidates) and hiring recommendations (recruiters). However, objective methods also have advantages, such as they are independent of assessors and therefore minimise personal bias, and ensure that comparisons are made on the organisationally relevant values.

**Table 2. 1: Methods for Assessing and developing P-O Fit (Cooper Thomas & Anderson, 2002)**

Process	Objective/Independent	Subjective/Dependent
Attraction & Pre-screening	Company general marketing Company Career marketing Internet scenarios	Headhunter/Recruitment Consultant Application Form
Selection	Psychometrics (non cognitive)	Interview Assessment Exercises
Pre-Entry	Organisational documents	Meet the manager
Socialisation	Organisation social events Induction & adjustment programmes Ongoing HR programmes	Meeting and interacting with colleagues

In the selection process, Cooper Thomas & Anderson (2002) suggest that for candidates who enter the main face-to-face selection process, there are multiple opportunities for both them and the recruiting organisation to assess each other for fit. They represent Psychometric assessments of personality, values goals and interests as providing an objective means for both parties to assess fit. For candidates, they can also provide information which informs their perception of the organisation. (For example a candidate may view psychometric tests as indicators of values of professionalism, objectivity, and analytical emphasis, - such values may or may not appeal to the candidate).

They suggest that subjective methods of assessing fit are common, with interviews still the primary selection method, providing an opportunity for both parties to assess each other for fit (Salgado, Viswesvaran and Ones, 2001). They also suggest that other assessment exercises also offer the opportunity to assess candidate's fit subjectively, based on candidate's behaviour.

In the area of socialisation, Cooper Thomas & Anderson (2002) suggest that there are some occasions when new employees may knowingly accept employment where they have a relatively low P-O fit, believing they can optimize their fit by making the organisation adapt to them. In particular those who join small teams, those who enter at a more senior level or those who are perceived to have a key organisational role (e.g. the Chief Executive officer) are likely to be able to make the organisation adjust towards

their own personality, values and goals (Anderson and Thomas, 1996). This is almost certainly the case when appointing a Chief Executive Officer in local government, who are often given the task of cultural change.

In summary, Cooper Thomas and Anderson (2002) encourage organisations to consider issues of fit throughout their selection processes. They suggest organisations should conduct regular reviews to ensure that the pivotal elements of fit continue to be strategically relevant to the organisation, and that these should be used as a significant part of the selection and development processes. They identify two principle risks concerning the efficacy of a P-O fit approach, its impact on **diversity** and its effects on the organisation's ability to adapt (and avoid 'group-think'). On the issue of diversity, they point out that it is important to emphasise that P-O fit is not about employing people who are socio-demographically similar to the current employees (i.e. in terms of gender, ethnic background, sexuality, etc), but about assessing and developing employees who fit the 'pivotal' values such that they will work effectively with their colleagues toward the achievement of their own and the organisation's aims. They propose that focusing on psychological differences, in terms of values, goals and personality, ensures a common focus on people from all backgrounds and reduces the likelihood of socio-demographic biases. Finally they encourage organisations to ensure that P-O fit assessment methods are sufficiently sophisticated to allow fit to be evaluated objectively as well as subjectively, to avoid self-presentation bias.

#### Operationalisation of Person- Organisation Fit

Rynes and Gerhart (1990), pointed out that there is, as yet, no universal understanding or accepted definition of 'person-organisation fit', although many like Chatman (1989) and Kristof-Brown (2000) have found some evidence to suggest that value congruence is at least one important component of this construct. As a result many studies have used different conceptualisations and operationalisations of P-O Fit. In addition, research into



P-O fit often finds that both components of the fit measure (P and O) do not always reflect the same theoretical dimension. Van Vianen and Marcus (1997) suggest commensurate measures of 'fit' between the person and the organisation are needed for transforming both components into a single index of fit.

### Leadership

As the Chief Executive position sits at the strategic apex of the organisation (Hunt et al (1988), it is reasonable to assume that that the Decision Maker (Elected Member), responsible for the appointment of the Chief Executive will be trying to establish fit on some type of leadership criterion. As such it is conceivable that Leadership style of the applicant Chief Executive may form one component of 'Fit'.

This is an area that has not been the focus of any research. As Schneider et al (1997) say - "Unfortunately the research on leadership, with few exceptions (e.g. Fiedler, 1967) is sparse with regard to P-O fit studies and leadership effectiveness; 'fit' is not even indexed in Bass's (1990) massive review of the literature. Perhaps this general lack of theory and research reflects leadership scholars' inclination to either focus on the personality traits of leaders or the behaviours of leaders and not to focus much attention on the integration of personal and situational factors in the prediction of that behaviour" (p.407).

## **2.4 Leadership Literature**

### **2.4.1 Introduction and Background**

The emergence of the “New Leadership Approach” (Bryman, 1992) in the 1980s represented a paradigm shift from ‘transactional’ methods such as the situational and contingency models of Fielder (1967), Vroom and Yetton (1973), and Yukl (1989) to the ‘visionary’ (Sashkin, 1988), ‘charismatic’ (Conger and Kanungo, 1988; House 1977) and the ‘transformational’ (Bass, 1985, Bass and Avolio, 1994). Prior to the mid 1980s, leadership research focused primarily on the personality, behavioural style, and the situational factors associated with ‘leaders’.

Weber (1947) in his seminal work introduced the concept of charismatic leadership. Burns (1978) developed Weber’s notion of charismatic leadership, and introduced the concepts of the ‘transforming’ and the ‘transactional’ leader. According to Burns, *transformational leadership* involves a mutual leader/follower relationship in which both raise each other’s motivation, aims, aspirations and sense of purpose. Thus transforming leaders consider the higher order needs of their subordinates rather than treating them as individuals with restricted needs and abilities. In contrast, *transactional leadership* reflects a relationship in which followers are compliant to their superior’s wishes and are not actively involved in extending their commitment beyond their prescribed responsibilities. For Burns (1978) transactional leadership is that which concerns day-to-day management and the mundane operations of everyday life. He places transactional and transforming leadership on a continuum. This would suggest that “having” or engaging in one type or style of leadership would mean that there is less of the other.

In developing the transactional/transformational model of leadership further, Bass (1985) challenges Burn’s single continuum approach and suggests transformational and

transactional behaviours as separate dimensions and suggests that leaders utilise both behavioural styles. In Bass and colleagues' model (e.g. Bass, 1985; Bass & Avolio 1994;) *transformational leadership* comprises four transformational components: idealized influence or charisma; inspirational motivation; intellectual stimulation, and individualised consideration. *Idealised Influence or Charisma* is exemplified by the fact that followers identify with and emulate the leader; the leaders are trusted and viewed as having articulated an attainable mission and vision. Such leaders are thoroughly respected, have much referent power, maintain high standards, and set challenging goals for their followers. *Inspirational Motivation* may or may not overlap with idealized influence or charismatic leadership, depending on how much followers seek to identify with the leader. The leader provides symbols and simplified emotional appeals to increase awareness and understanding of mutually desired goals. S/he elevates follower expectations. *Intellectual Stimulation* is exemplified by followers being encouraged to question their old ways of doing things, or to break with the past. Followers are supported for questioning their own values, beliefs and expectations, as well as those of the leader and the organisation. Followers are also supported for thinking on their own, addressing challenges, and considering creative ways to develop themselves. *Individualised Consideration* is when followers are treated differently but equitably on a one-to-one basis. Not only are their needs recognised and perspectives raised, but their means of more effectively addressing goals and challenges are dealt with. With this approach, assignments are delegated to followers to provide learning opportunities.

According to Bass's model, transformational leadership may be directive and/or participative, (Bass 1985; Conger and Kanungo 1988). This style of leadership permits the leader to give autonomy to those followers able to work alone and provide task structure and more defined standards to workers needing greater support. Research (Bass & Avolio, 1993) shows followers are more motivated, productive, and satisfied when their leaders add transformational leadership to the basic transactional style.

In summary, transformational leadership is:

- More concerned with ends
- Concerned with direction (the organisation should take)
- Concerned with goals and values
- Centrally focus on empowerment and empowering people at work
- Concerned with developing a committed workforce which will work with you/the organisation

In Bass' leadership model, *transactional leadership* comprises a further three sub-factors: contingent reward, active management-by-exception, and passive management-by-exception. Bass (1994) describes contingent reward as a transactional leader's method to motivate subordinates through promises of rewards on satisfactory completion of a task or reaching specified targets, and sanctions for 'disapproved actions or not reaching targets. The reward is contingent on performance. Active management-by-exception describes a leader actively involved in the monitoring of tasks and performance of subordinates and correcting deviations and errors. The passive form is similarly described, but here the leader only takes action when problems emerge.

In summary, transactional leadership:

- Involves a form of exchange
- Is essentially concerned with means to achieve ends
- Implies compliance with leader will lead to favorable rewards
- Involves the importance of success, issues of responsibility, fairness, honoring existing agreements, and pursuit of organisational goals
- Implies imposed compliance
- Does not need shared commitment to exist

As a result of this research, Bass and Avolio (1990) developed the Multifactor Leadership Questionnaire (MLQ) which also attempts to measure a fourth 'transactional' component

of 'Laissez-faire' that is in fact an abrogation of leadership. Bass (1985) suggests that effective leaders exhibit both leadership styles and although transactional leadership behaviour, particularly contingent reward, provides a platform for effective leadership, if augmented by a transformational style this leads to a greater level of subordinate effort and performance, and higher levels of work satisfaction. Support for the two-factor transformational/ transactional model has been widely reported in meta-analysis research from across the world, and this two factor model has become an accepted part of the new paradigm of leadership.

Alimo-Metcalfe and Alban-Metcalfe (2001) report that much of the support for charismatic and transformational leadership is based on research carried out in North America. The issue of the generalisability of this US research, the focus on the 'top' level managers (rather than middle and lower levels), the focus on 'distant' leadership (i.e. focus on the perceptions of managers, at all levels, construing managers at the 'top' level and not their immediate supervisor), and the gender imbalance in previous leadership research, prompted Alimo-Metcalfe and Alban-Metcalfe (2001) to investigate the nature of transformational leadership in two large parts of the UK public sector (local government and the National Health Service). Alimo-Metcalfe and Alban-Metcalfe's research suggested a significant difference between the UK representation of transformational leadership and that of the US models. In the US model the leader is more of an inspirational role model and provides an example with which followers can identify, however, in Britain the emphasis was found to be on how the leader empowers, supports, encourages and develops subordinate workers.

Using a grounded theory methodology, Alimo-Metcalfe and Alban-Metcalfe's (2001) research resulted in the development of a new British based 'Transformational Leadership Questionnaire (TLQ)'. In their representation of transformational leadership, nine principal transformational components are identified. These constructs form two second order factors that describe "internal" and "external" orientation leadership styles.

Internal orientation represents relationships within an organisation or department and contrasts with the external factor which reflects relationships with the world outside the organisation.

Internal orientation

- Genuine concern for others
- Empowers, develops potential
- Integrity, trustworthy, honest and open
- Accessible, approachable
- Encourages critical and strategic thinking
- Clarifies boundaries, involves others in decisions

External orientation

- Inspirational networker and promoter
- Decisiveness, determination, self-confidence
- Political sensitivity and skills

Alimo-Metcalfe and Alban-Metcalfe (2001) point out that these two factors underlying the leadership research are both transformational, and this is in contrast to Bass's (1985) model which is based on both transformational and transactional items. The greatest area of similarity between the TLQ (British) research and the MLQ (American) models is between Bass's 'Individualized Consideration' and Alimo-Metcalfe and Alban-Metcalfe's 'Genuine Concern for others'.

## **2.4.2 Gender and Leadership**

Leadership research like most if not all of the research in management, has been gendered (Alimo-Metcalfe 2003). Of men and by men, the out come of this leadership research has, until recently, been accepted as applying to all. This 'male' model of

leadership has, as a result defined the basis for assessment processes for entry to higher levels of management within organisations.

Ferrario (1994), points out the debate about whether men and women have different styles of leadership regularly concluded that the findings were equivocal. Alimo-Metcalfe (2003) points out that the literature on gender differences in leadership is equivocal in part, due to the different ways leadership has been measured. She suggests that the fact that leadership instruments predominant in early research (such as the Leadership Behaviour Description Questionnaire) were developed on predominantly male samples and based on transactional models of leadership.

It is true to say that studies prior to the 1990's found few significant gender differences in the selection or adoption of particular leadership style. Powell (1998) summarised prior literature indicating that in most cases there were either no differences between male and female leadership styles, whether the leaders were describing themselves or being described by their subordinates. Bass et al. (1996) point out that this is a paradox because men and women are often perceived as possessing different strengths as well as liabilities, but whether those differences result in either perceived or actual variations in leadership styles remains a point of contention in the literature.

In their meta-analysis of the literature which included 162 leadership studies, Eagly and Johnson (1990) concluded that the only demonstrated difference between female and male managers was that women adopted a somewhat more democratic or participative style and less autocratic style than did men, but that "the view . . . that women and men lead in the same way should be substantially revised" (p.248). They described the topic of gender and leadership style as one of "considerable complexity" and point out that it is capable of being analysed from a number of perspectives. Their research showed that depending on the 'type' of study (organisational, laboratory and assessment studies) they found differing results. In the organisational studies they found (in contrast to gender

stereotypical expectations) no evidence that women lead in an *interpersonally oriented* style and men in a *task-oriented* style. However these aspects of leadership were found to be somewhat gender stereotypic in both laboratory studies and assessment studies. In all three ‘types’ of study they found evidence that women tended to adopt a more *democratic or participative* style, and a less *autocratic or directive* style than did men. They reported that sex differences diminish in studies of women and men in male-dominated managerial layers in organisations.

Eagly and Johnson (1990) explained these results in terms of ‘social role theory’. This suggests that behaviour may be less stereotypic when women and men who occupy the same managerial role are compared, because these organisational leadership roles (which are typically paid jobs), usually provide fairly clear guidelines about the conduct of behaviour. Managers become socialized into these roles in the early stages of their experience in an organisation, and selection (and self-selection) into the organisation according to the same set of organisationally relevant criteria further decreases the likelihood that men and women who occupy these roles will differ substantially in their style. This argument that organisational roles should override gender roles is consistent with Kanter’s (1977) early work which argued that sex differences in the behaviour of organisational leaders are in fact a product of the differing structural positions of the sexes within organisations. That is women and men who are equivalent in terms of status and power would behave similarly, even though sex differences may appear to be substantial when status is not controlled.

Eagly and Johnson (1990) suggest that one explanation for why male and female organisational leaders, even those who occupy the same positions, may differ to some extent in their leadership style (despite the structural forces for minimising the differences) is because of what they call ‘*gender-spillover*’. They describe this as a “carryover into the workplace of gender expectations for behaviour” (Gutek & Marasch, 1982). The ‘spillover’ concept suggests that gender roles may contaminate organisational



roles to some extent and cause people to have different expectations for male and female managers. They point out that one manifestation of the spillover of gender roles into organisational roles is that people who hold positions in organisations tend to have negative attitudes about women occupying managerial roles. Reflecting the sub-ordinate status of women in society, they say that numerous studies have shown that people are often reluctant to have a female supervisor and think that women are somewhat less qualified for leadership, and that female managers would have negative effects on morale. These attitudes and beliefs then raise questions about women's competence, ability to lead, and potential for advancement.

Other studies published after 1990, however, have begun to show significant gender differences beginning to emerge (e.g. Alimo-Metcalf, 1995; Bass, Avolio and Atwater, 1996; Rosener, 1990; Sparrow and Rigg, 1993.)

Rosener's (1990) research identified that women's leadership style was more transformational and men's was more transactional. Rosener's research used Bass and Avolio's (1990) MLQ leadership questionnaire, and measures both transactional and transformational leadership.

Rosener's findings suggested that:

- Women are more likely than men to use "transformational leadership" – motivating others by transforming their individual self interest into the goals of the group
- Women use "interactive leadership" styles by encouraging participation, sharing power and information, enhancing people's self-worth
- Women are much more likely than men to ascribe their power to interpersonal skills, or personal contacts, rather than to organisational stature

- Women as leaders believe that people perform best when they feel good about themselves and their work, and they try to create situations that contribute to that feeling
- Men are more likely to adopt ‘transactional’ leadership styles (exchanging rewards or punishments for performance)
- Men are more likely to use power that comes from their organisational position and formal authority.

However, Rosener’s (1990) research received much criticism, with it’s validity being questioned as the data was collected using a self-report instrument, and could not be assumed to reflect the actual leadership styles adopted by the women and men in her sample.

A later study, by Bass and Avolio (1994) also compared male and female managers’ leadership styles using Bass’s MLQ survey, but used only data from target manager’s direct reports. This meant that this study could not be criticised on the grounds that self report data is not a reliable indicator of actual leadership behaviour. Bass and Avolio (1994) found evidence women managers, on average, were judged more effective and satisfying to work for, as well as more likely to generate extra effort from their people. Results were the same whether the followers ratings their respective managers were men or women.

Women managers, on average, were judged to be more effective and satisfying to work for as well as more likely to generate extra effort from their people. Women were also rated higher than men on three of the “4Is” comprising transformational leadership ( that is, rated as having more idealized influence or charisma, being inspirational, and individually considerate than were their male counterparts. There were no significant differences on the scales representing transactional, contingent reward, nor laissez-faire styles of leadership. In addition the research asked direct reports to rate outcomes of extra

effort, effectiveness, and satisfaction. Women managers were rated higher in all the transformational leadership scales, and in outcomes of extra effort, effectiveness, and satisfaction with the leaders. Men were rated higher in management-by-exception (intervening to correct followers' mistakes) and laissez-faire leadership. Bass and Avolio (1994) say "the profile that emerges . . . is of a female manager who is seen as a more proactive role model by followers, who is trusted and respected, and who shows greater concern for the individual needs of her followers." (p556). This is consistent with the work reported earlier of Rosener (1990).

In further research by Bass, Avolio and Atwater (1996), three studies were undertaken using three diverse samples. They examined whether male and female managers differed in their styles of leadership observed by their direct reports. In all three samples, women leaders were rated by both female and male direct reports as displaying certain key aspects of transformational leadership (i.e. charisma, individualised consideration) more frequently than men. Although the effect sizes were generally small, the results of these studies suggest that women are no less transformational than their male counterparts, and may in fact, be more so. The sex of the raters did not appear to make any difference to the results obtained. The authors are careful to point out that this study is not based on self report but focuses on how raters perceive the styles of male and female leaders, and may that this not reflect their actual behaviour

Alimo-Metcalfe (1995) argues that whether or not men and women actually *adopt* different styles is largely irrelevant. The issue is what do men and women perceive as qualities and behaviours of leadership? , since this is a major source of data determining what and how leadership will be assessed. To this end, Alimo-Metcalfe (2003) point to the importance of 360-feedback data to make comparisons between self ratings and ratings of different groups on co-workers to examine perceptions of leadership style. For example Alimo-Metcalfe (2003) quotes Church (1998: In Alimo-Metcalfe 2003) in investigating moderating variables of co-workers rating managers found that, overall

there was a trend for women to receive slightly higher or better ratings overall, specifically women managers were consistently rated by their direct reports as being more adept at communicative and facilitative aspects of managerial behaviour, as well as some of the more leadership or ‘charismatic’ related aspects, compared with male managers. Peers rated women managers as being more encouraging of new ideas and focused on the development needs of their direct reports compared with male managers. However in general Alimo-Metcalfe (2003) points out that few studies have investigated the ratings [on leadership competencies] by sex of the rater. In her own study of 360 degree ratings of 2013 public sector female and male managers at middle to senior management level (and their raters) who completed the pilot TLQ (transformational Leadership Questionnaire), she found that the data indicated that whilst female senior managers were perceived as more transformational than their male colleagues, females at the top, were not, with the exceptions of two dimensions of leadership – ‘showing genuine concern’ and ‘resolving complex problems’ (Alimo-Metcalfe 2003). She suggests that fact that most of these differences disappear at the top levels of organisations, might suggest that, generally speaking, top managers of both sexes are either selected for their less transformational, and more transactional behaviours, or become socialised by organisational influences at the top of their organisation.

Alimo-Metcalfe and Alban-Metcalfe (1998) had already pointed out that what had been overlooked in the findings of men’s (in general) preference for the transactional style and women’s (in general) preference for the transformational style, is the serious implications for organisational assessment processes, such as the selection criteria and performance assessment criteria. Given the preponderance of men in senior and top organisational positions it might thus imply that transactional competencies would determine entry into senior management, and how performance is judged in the workplace, and that this would prejudice the chances of those with a transformational style and hence women in general, from achieving senior management positions.

In the UK, two independent public sector studies have been undertaken involving senior female and male managers using the Repertory Grid technique (Kelly, 1955) to elicit gendered constructions of Leadership. Sparrow and Rigg's (1993) study of UK local authority housing managers, found that male and female incumbent managers produced very different profiles of the same management job. The constructs elicited from males focused more on the transactional nature of leadership e.g. detached, analytical and systematic, and constructs elicited from women focused more on the transformational nature of leadership e.g. works through people, care for individual feelings and development, empathy, understanding of different needs. (See Table 2.2. below)

**Table 2.2: Attributes sought in applicants on basis of separate sets of Assessors/Incumbents (Sparrow and Rigg, 1993)**

<b>Aspect</b>	<b>Job A: The Feminine Job</b>	<b>Job B: The Masculine Job</b>
Priorities they see for the job	Team management central Effective service delivery	Vision Entrepreneurship (i.e. not confined to administration) Ability to package ideas
Working Style	People-oriented Works through people Measured Participative	Political Forceful High profile Flamboyant Confident Aware of external events Paternalistic
Decision Making Approach	Not snap decisions Familiarizes self with key aspects	Quick Action-oriented Detached Analytical Systematic
Interpersonal Relationships with own Team	Understanding of people Sensitivity Care for individual feelings and development Rich perceptions of human beings	Supports own Team Looks after their interests Defends them to the hilt
Interpersonal Relationships with own Client	Empathy Understanding of Different needs	Can use pressure groups

Alimo-Metcalfe (1995) using the same repertory grid technique in research in the National Health Service, with 12 senior female managers and 12 senior male managers, found similar themes of women describing transformational leadership style (e.g. conscious of own activities on others, communicates support of another's point of view,

concerned to take people with them) and constructs elicited from men describing a more transactional style (e.g. organised, cerebral, clarity of purpose). Alimo Metcalfe (1995) points out the problems these different views would cause in generating both the person specification and the assessment exercises for these posts as some constructs are almost diametrically opposed to each other (e.g. Quick and Not Snap Decisions; Forceful, Flamboyant and Confident or Measured, Participative and Work through people ?).

**Table 2.3: Female and male managers' perceptions of the characteristics of managers with leadership skills. (Alimo-Metcalfe, 1995)**

<b>Aspect</b>	<b>Female managers' perceptions</b>	<b>Male managers' perceptions</b>
<b>Communication and Interpersonal skills</b>	Relates to others on an equal level Personally approachable (can share personal information and responds humanely) Fun to be with Sensitive – has time to notice the concerns of others Conscious of impact of own activities on others Communicates support of an other's point of view	Confident as a speaker Able to influence others At ease with people Communicates two-way Can communicate effectively to a wide audience
<b>Working Style</b>	Creative use of other's working skills – for their benefit and organisation's Busy but accessible Strong and supportive Can cope with concept of 'love' in the organisation Recognises that delivery relies on others Thinks through issues and where they are leading people Develops teams in which people grow Concerned to take people with them Starts with the presumption that everyone wants to do a good job	Drive Clarity of Purpose Gives clear direction Independent Career Driven Organised
<b>Additional personal Qualities</b>	Self-aware (comfortable with self) Good sense of how others see them Admits vulnerability Honest with own values Credibility with people in and outside the organisation.	Ethical values Relatively few firm views Open to ideas Cerebral Confident

These studies provide some evidence of gender differences in notions of leadership in the public sector in the UK. However, it is recognised that the results from these studies may not providing evidence of actual differences in leadership style but of gender differences

in 'Implicit Leadership Theories' (Lord and Maher 1993), that is, that women and men, in general construe leadership differently.

Bass et al (1996) also raise this 'implicit theory' explanation as one of a number of possible alternative explanations for the differences in findings (women being rated as more transformational than men) reported across three studies in their research using direct reports. They suggest that an alternative hypothesis could be entertained that the implicit theories of leadership held by the respondents generated the results, rather than the raters' perceived assessments of the frequency of behaviour manifested by leaders. Specifically this would mean arguing that people's stereotypes of leadership are perhaps different for male and female leaders. Hence, it may be that male leaders have to live up to higher standards than do women leaders. Women leaders may be judged more leniently by their followers as they were expected to do poorly because of negative sex stereotypes, but they did better than expected. Conversely such stereotyping could also have led to expecting male leaders to do better, but then seeing them not live up to their followers expectations, and subsequently rating them lower. That is, the differences found may stem from discrepancies between expectations (due to implicit leadership theories about the way men and women lead) and behaviour, not actual behaviour.

Nevertheless, the differences in styles perceived by the males and female managers in these studies appear to reflect the distinctions being made in the literature on leadership, - namely transformational style being more closely associated with females and transactional style being more closely associated with males, and are consistent with 'self-report' studies such as that of Rosener (1990).

Eagly et al (2003a), in a metal-analysis of 45 studies of leadership styles found female leaders more transformational than male leaders, and also engaged in more contingent reward behaviours. Male leaders were generally more likely to manifest the other aspects of transactional leadership (active and passive management by exception) and laissez-

faire leadership. These differences were however, small. All aspects of leadership style where women exceeded men, were positively related to leader effectiveness. The aspects of leadership style where men exceeded women, were either negatively or had a null relationship to effectiveness.

One criticism of this comprehensive meta-analysis is that the authors included both studies where the leader rated themselves only (self-report) and studies where the leader was rated by others, in the analysis. There is some evidence to suggest that self-report data alone is misleading and often inaccurate (or inflated). In general managers tend to rate themselves higher in management competence and leadership effectiveness than do their colleagues who rate them – typically their boss, peers and staff. (Alimo-Metcalf & Alban Metcalfe, 1998; Church & Waclawski, 1998). Equally however, we have already discussed the problems with using studies where the leader is rated by others - that is, that perceptions, may not necessarily reflect how the leaders actually behave and may be influenced by the implicit leadership theories (or expectations) held by the raters. There does not appear to be published research which investigates this specific proposition.

### **2.4.3 Leadership and Gendered Cultures**

Although there is some research demonstrating that management cultures have become more ‘women-friendly’, and more suited to women’s management styles (Fondas, 1997), it is still largely accepted that organisational cultures are largely male. The effect of gendered cultures is another area of research that impacts on leadership. According to Maddock (1999), cultural attitudes determine the values required by leaders and influence the dominant management style in organisations. Understanding of this cultural backdrop, she believes is critical to understanding how women managers fare at work. Women are judged against the accepted ‘cultural’ definitions of what is a ‘good manager’ and what are acceptable leadership qualities. Marshall (1995) noted that there has been a



feminisation of some aspects of management, and while it is welcome that previously stereotyped 'female' qualities may now entitle women to credibility and acceptance, this process of feminisation may have the opposite effects. It may provide a new rationale for restricting women to 'certain type of downgraded management jobs', while power shifts to more strategic posts, thus preserving the male hegemony.

Work by Heilman et al (1989), also found that characteristics attributed to 'successful managers' (e.g. leadership, self-confidence, ambition, objectivity) were more strongly associated with traditional masculine traits. Heilman et al (1989) conclude that sex stereotypes are deeply ingrained in the workplace culture.

Earlier meta-analytic research by Eagly and Johnson (1990) (previously discussed) found only small differences between the management styles of male and female managers. However, they concluded that gender-stereotypic sex differences in leadership behaviour were less common in organisational studies than in other types of studies because male and female managers were selected by similar criteria, and subjected to similar organisational socialization – forces that tend to equalize the sexes. They suggested that these differences had decreased to the extent that these cultures were more male dominated, with women showing less concern about interpersonal relationships and general welfare.

A similar pattern of 'no significant differences' has been found with respect to personality characteristics of British female and male managers (Bartram, 1992). They argue that, because men and women are socialized in different roles, and develop different gendered identities, it is assumed that men and women will differ in their organisational preferences. It is assumed that men will adhere more strongly to a competitive and achievement-oriented culture than women will. Women who achieve senior management positions, however usually resemble men in their personality and behaviour characteristics (Hare, Koenigs & Hare 1997). Alban-Metcalfe (1987) also

found that male and female managers see themselves in very similar ways. In general, these findings are consistent with Eagly's (1990) 'social role theory', that organisational roles should override gender roles, especially at senior management levels, and suggests organisation culture may override any inherent differences in gender styles.

There is also some evidence that within traditional organisational cultures, it is women as well as men who appraise women as having lesser competence, so it is unsurprising that studies continue to demonstrate a preference for male candidates over equally qualified women for managerial, professional and academic posts (Gutek and Stevens 1979; Alban Metcalfe 1987).

A recent study by Broussine and Fox (2002) identified the underlying assumptions about appropriate forms of leadership that currently prevail in local government, lead to the negative experiences reported by some women chief executives. They warn that despite much focus on cultural change in local government, traditional cultures and ways of working could be quick to reassert themselves. "Local Authority Leadership appears to be stuck in the mould of operational management rather than transformational leadership" (p89). They question whether local government will be able to take advantage of women's talents because of ingrained attitudes about what constitutes good leadership, and of particular concern were the traditional views of leadership held by members. They suggest that the prevalence of a traditional, orthodox notion of leadership in local government are perpetuated by four processes including the continued predominance of men at senior levels of local authorities; prejudice among elected members at the point of selection of chief executives; subtle cultural inhibitors to women executives' success; and the reinforcement of what are often referred to as 'macho' styles through the modernisation agenda currently being pursued by central government.

## **2.5 Summary and Research Gap**

In this literature review, I have reviewed three main areas of research. These were the ‘Glass Ceiling’ research, the ‘Person-organisation Fit’ research, and some of the gendered ‘Leadership’ research.

### Glass-Ceiling

The glass ceiling research suggests several possible explanations to explain women’s lack of progress in the organisational hierarchy. However, the most relevant from the perspective of this research is that of Gary Powell (2000) which focuses on the question of why the proportion in *top management* remained relatively small. His explanations include the lack of focus on objective credentials, the patriarchal social system, the persistence of sex-role stereotypes, the cognitive processes of decision makers, the ideas of ‘similar-to-me’ is safer, and the degree of structure in the selection process are all influence the entry of women into top management positions. All are relevant to this research.

In addition, the research on gendered cultures, (Maier 1999, Marshall, 1994; Powell, 1999) identify that organisational cultures are still largely male, and this is central in understanding the constructions of ‘fit’ generated by this research. Gendered cultures give rise to gendered leadership and the notions of difference between female and male leadership styles. As Schein and Meuller (1992) point out the persistent ‘think manager-think male’ bias can have a major impact on selection and promotion decisions and procedures, and Powell (2000) argues that these stereotypes work to women’s disadvantage when women are being considered top-level management positions, because women’s presence at such levels most violates the norm of male superiority.

## Person –Organisation Fit

The Person –Organisation Fit research is set within the context of the selection and assessment research. Although there is much documented research into selection and assessment methods and approaches generally, most of it is positivist in nature and there is very little - if any research, which specifically investigates top or chief executive officer (CEO) selection and recruitment practices (Powell and Butterfield 1994).

This dearth of research focusing on the selection and recruitment practices used in the appointment of Chief Executive Officers, applies to both private and public sector, UK and the USA, and this certainly also applies to gender focused research. The research into gender bias in selection and assessment can be divided into two traditions, the psychological and the social-psychological. It is the latter tradition that is relevant to this research, and in particular the work of Perry (1994) who argues that it is the interaction between context and cognition may be partially responsible for the persistence of gender segregation. It is the cognitive perspective which has some relevance to this research, suggesting that gendered schemas are activated during a selection event, i.e. if the decision maker's schema includes gender (e.g. male) applicants displaying the congruent gender are more likely to be selected than non-congruent applicants.

In studying organisational selection practices, researchers have commonly identified two forms of fit that may be important in hiring decisions. The first is *person-job fit (P-J fit)* or the match between an applicant's knowledge, skills and abilities (KSAs) and the requirements of a specific job. The second type of fit is *person-organisation fit (P-O fit)* or the match between the applicant and the broader organisational attributes. It can be argued that changes to the way we are working are making P-O fit an increasingly relevant concept, and it this approach to fit which we focus on in this research.

Rynes and Gerhart (1990) point out that there is no universally accepted definition of fit, but that, - (1) assessments of fit become most important after applicants have been deemed adequately qualified to perform work, as such they are often the determinative assessments in decisions to extend job offers, and (2) because many of the attributes associated with fit are interpersonally exhibited and evaluated, fit is commonly assessed via the employment interview. Chatman (1989) believes that selection processes serve a more subtle function for recruiting firms - the screening out of people who are incompatible with the organisations norms and values. She proposes that a major function of the selection process is to select individuals who have values that are compatible with the organisation. It is conceivable that this function of the selection process, becomes even more important when one is dealing with the most senior officer of an organisation the CEO or Chief Executive position.

A useful, if older model of fit (or 'Lack of fit') is presented by Heilman (1983), which provides a broad explanatory framework linking discriminatory practices and sex-role stereotyping, in selection and assessment that may result in the perception of lack of fit. Cooper Thomas & Anderson (2002) suggest there are a number of both objective/independent and subjective/dependent opportunities throughout most selection and recruitment processes for organisation and applicant to assess 'fit', and that these should be encouraged on the premise that better fit leads to improved individual performance and better organisational outcomes. Unfortunately, there are a number of recognised problems around the operationalisation of fit (due to no universally accepted definition) and much research does not have a single index of fit for both the P & O variables.

This literature review has shown that it is currently accepted, in the selection context, that two forms of 'fit' are important – P-O fit and P-J fit. It is assumed that improved fit leads to better or greater individual and organisational performance The fit between an individual and his or her supervisor has developed relatively independently of the that of

Person – Environment (P-E) fit, and appears primarily in the extremely limited literature on vertical dyadic linkage (e.g. Graen & Cashman, 1975; Pulakos and Wexley, 1983).

The relationship between the Chief Executive and his or her Leader of the Council is known to be of critical importance, and affects both the performance of the organisation, and the well being of both parties (Morris and Paine; 1995, Morphet, 1993; Travers, Jones and Burnham, 1997). In a local authority, the most senior Elected Member (usually called the ‘Leader’ of the Council) and the newly appointed Chief Executive need to work extremely closely, and “trust is vital” (Usher writing in Local Government Chronicle 25.06.04).

It is argued in this thesis, that at this level - the strategic apex of the organisation, it is this *the person-decision maker ‘fit’* , i.e. the fit between the applicant Chief Executive and the Decision Maker (the Chief Executive and the senior Elected Member), that becomes the most salient in the final appointment decision. The Elected Member and the applicant Chief Executive both ask – “Can I work with this person?”

I have called this *Person – Decision Maker fit* (P-D fit).

### Leadership

This research focuses on the construction of ‘Fit’. However, give the nature of the Chief Executive position, it is expected that ‘leadership’ constructs will form one part of the construction of ‘Fit’. The review of the gender and leadership research identified that it is still unclear as to whether men’s and women’s leadership styles are actually different in senior organisational roles. Early research consistently found no significant differences but more recent research, however has begun to show significant gender differences beginning to emerge. More recent research (Alimo-Metcalfe, 1995; Bass & Avolio 1994, Bass, Avolio & Atwater, 1996) suggests that women are consistently perceived to be more transformational than their equivalent male leaders when rated by direct reports.

The focus of this research, however is not whether or not male and females differ in their actual leadership style, but whether decision maker's perceive that they differ, and if they do whether or not this could lead to discrimination in the appointment decisions when appointing Chief Executives in local government.

### Research Gap

Together these three areas of research provide a useful framework for this study, and the 'Research Gap' can be found at the intersection of these three literatures.

The 'Person-Organisation fit' research, has been problematic because of the varying conceptualisations, and hence operationalisations, of the P- O relationship. As previously stated P-O fit has most frequently been operationalised as value congruence, between the individual and the organisation. The 'fit' between the Person and the Decision Maker has not been dealt with, within the P-O fit literature. This research seeks to explore constructions of P-O fit among the two key parties in the selection decision – the Job-Holder (the newly appointed Chief Executive) and the Decision-Maker (the leading Elected Member). As such, it does not make any assumptions about what P-O fit is, but 'fit' is expected to be a complex construct.

There is a dearth of research about how Chief Executive Officer appointments are made. In addition much of the selection and assessment literature has focused on bias and discrimination in 'formal' selection and assessment processes (e.g. Group Exercises, Interview, etc). The 'formal' selection and assessment processes are not the focus of this research. It is believed that in local government, women are successfully negotiating these 'formal' assessment processes. Although these 'formal' assessment processes may still be biased, it is suggested that senior women have become 'acculturated' into the 'male' ways of the organisation and are now able to compete relatively equally at most 'objective' or 'formal' selection events.

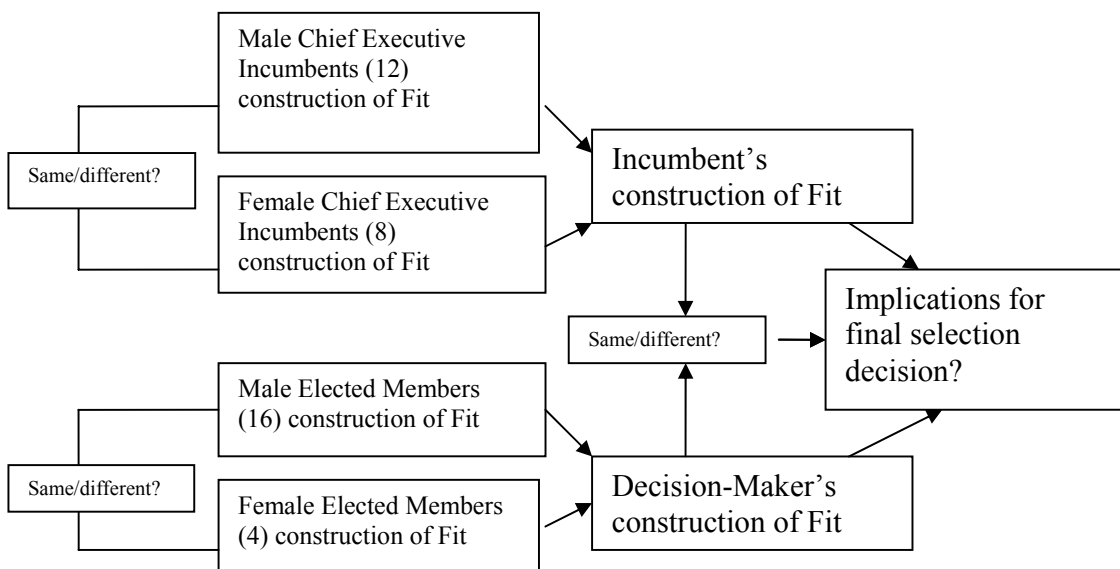
This research, does not investigate how the final appointment decision is made in the chief executive appointment process in local government. This research focuses on examining the construction of 'fit'. How or whether indeed the construction of 'fit' is used in to inform the decision making process is not known. There are a number of theories which suggest how personal constructs may be used to aid decision making, including 'implicit leadership theory' (Lord & Maher, 1993) and the cognitive perspective described by Perry et al (1994). Both these theories or perspectives describe how a decision-maker's gendered construction of fit might inform the decision process, (perhaps inadvertently), and be used to inform the final appointment decision, thereby biasing against women, who because of their gender, do not match the decision maker's notion or stereotype of an effective leader. However, the relevance of these theories and 'how' the final decision is made is the topic for future research, and will not be dealt with in this thesis.



## 2.6 Research Model

This research focuses on exploring and investigating the cognitive construction of fit among the two key parties in the selection event. It stops short of investigating how the selection decision is actually made, but recognises that differing constructions of fit may affect the final selection decision. By knowing more about how the key parties construe fit, and whether these constructions are gendered, it is hoped that more light may be shed on whether there is the potential for bias and discrimination in the final selection decision. This research could also have implications for other minority groups, and for the appointment of women directors and chief executives in private sector, assuming similar selection processes are used in these appointments.

Figure 2.2: Research Model: Is the construction of Fit gendered, and if so could it affect selection decisions ?



The above diagram outlines the framework for this research. It focuses on investigating the construction of fit among male and female Chief Executive's and Elected Members in the context of twenty local authorities in England and Wales.

## **3.0 METHODOLOGY**

### **3.1 Introduction**

This chapter describes the methodology used to undertake the research. The research questions are presented, and the way in which they have been operationalised is highlighted. The philosophical approach this research takes is then discussed, and the Realist ontology is introduced. The methodology used for the research is discussed in detail, including the specific data analysis techniques used. The limitations of the research are then identified and the proposed contribution to knowledge is highlighted. Finally the research sample is described in detail.

### **3.2 The Research Questions**

*The research sets out to investigate the construction of 'fit', among newly appointed local Government Chief Executives and the Elected Member responsible for their appointment. In addition it seeks to investigate, whether these constructions differ between Chief Executives and Senior Elected Members, and between male and female Chief Executives and Elected Members.*

#### The Research Questions

- (1) How do Chief Executives construe person-organisation fit?
- (2) How do Senior Elected Members responsible for the CE appointment decision, construe fit ?
- (3) Are there differences between how Chief Executives and Senior Elected Members construe fit ?

(4) Are there differences between how Male and Female Chief Executives and Elected Members construe fit ?

### **3.3 Operationalising the Research Questions**

The nature of the research question(s), and the “state of extant knowledge will be the initial guide to the appropriateness of either a qualitative or quantitative design” (Johnson & Harris 2002). As can be seen from the previous chapter, research investigating selection at the most senior of levels, the Chief Executive level, is sparse. . “the recruitment process for top management posts has in itself remained largely unresearched” (Holgersson 2001).

Research exploring the notion of person-environment, person-organisation, and person-job fit is more numerous, but as Rynes and Gerhart’s employability research (1990) points out that despite the popular and intuitive appeal of ‘Fit’, the concept of ‘fit’ in selection remains elusive. The ‘Person-Organisation fit’ research, has been problematic because of the varying conceptualisations, and hence operationalisations, of the P- O relationship. While there are diverse traditions which take different approaches to examining fit, this research focuses on the *selection context* by exploring incumbent and decision-maker constructions of Person-Organisation Fit (P-O Fit) for the Chief Executive job.

Like Kristof-Brown’s (2000) the technique used in this research is the repertory grid technique, (Kelly 1955) and is designed to elicit recruiters/Decision Maker’s and applicant/Chief Executives’ schemas of the characteristics associated with good P-O fit. The repertory grid methodology meets the requirements outlined by Bretz et al (1993) for how to study recruiters’ perceptions of fit. Bretz et al (1993) advised avoiding researcher-generated rating scales (e.g. commonly accepted values or personality measures) because

of the demand characteristics they can introduce. Instead they recommended allowing recruiters to articulate their own conceptualisations of fit. A second specification was that these conceptualisations should be generated in the context of concrete situations or stimuli. This is necessary because people often have difficulty recalling decision criteria from abstract situations. The repertory grid technique meets both these criteria, suggested by Bretz et al (1993).

Because the nature of the research is *exploratory*, to investigate the nature of 'fit', we have not needed to wrestle with the issue of how to operationalise 'fit', as other researchers have. As a result the research does not make any assumptions about what 'fit' is, although 'fit' is expected to contain components of both P-O and P-J fit and be a complex construct. Most 'Fit' research has focused on the degree of congruency between the individual applicant and the organisation's values, personality, or goals, but we have attempted to keep an open mind about how the respective parties will construe 'Fit'. The analysis, does however, allow the researcher to compare how the applicant (Chief Executive) and the Decision Maker (Elected Member) construe fit, that is, the degree to which they have 'shared cognitions' of fit. In summary, the prime focus of the study is '*exploration*' of the incumbents' and the decision makers' construction of fit. There is a secondary focus on the degree of 'Fit' between these two parties, but this is not the primary purpose of the study.

As there is considered to be little extant knowledge about the phenomena under investigation, a more qualitative approach to the operationalisation of the research was chosen, - namely Repertory Grid Methodology. Johnson & Harris (2002) note that it is important to recognise that quantitative and qualitative research methods need not live in total isolation from each other, should not be seen as discreet either/or options, and can be seen as two end of a continuum. Repertory Grid methodology is a unique and powerful tool, and although clearly a qualitative tool, gives rise to data that lends itself to quantitative analysis.

Creswell (1998) lists eight reasons for undertaking a qualitative study: the research question starts with *how or what*; the topic needs to be *explored*; there is a need to present a *detailed view* of the topic; enables individuals to be studied in their *natural setting*; the researcher has an interest in *writing in a literary style*; there is *sufficient time and resources* to spend on extensive data collection on the field and detailed data analysis; your *audience will be receptive* to qualitative research; and finally to emphasise the *researchers role as an active learner*, who can tell the story from the participant's view. The researcher believes this research meets all of these requirements.

Qualitative research tends to be descriptive or comparative. It is the aim of this research to describe in some detail how Chief Executives and Elected Members construe 'Fit' and, to compare these constructions, both between Chief Executives and Elected Members and between males and females.

Ragins (1987, in Creswell, 1988), characterised a key difference between qualitative and quantitative research when she mentions that quantitative researchers work with a few variables and many cases, whereas *qualitative* researchers rely *on few cases and many variables*. This research design, focuses on voluntary participation from 20 recently appointed (under 2 years) local authority Chief Executives and the 20 Elected Members responsible for their appointment. It could be argued that the total sample of 40 is quite large, but the fact that the whole samples contains two 'sub-samples' of 20 Chief Executives and 20 Elected Members, brings it more into the qualitative research domain.

The sample size reflects the need to capture sufficient detail to make the results meaningful and useful, and yet allows the researcher to investigate both sides of the 'Fit' equation (incumbent and decision-maker). Essentially a '*quota*' *sampling* technique was used to ensure equal representation from all 'Types' of local authority (District Councils, County Councils, Unitary Councils and London Boroughs/Metropolitan Authorities).

*Purposive sampling technique* was also used when it became obvious that there were insufficient women in the sample, and in the last part of the data collection phase, only newly appointed women Chief Executives were approached. A more detailed analysis of the sample can be found at section 3.8.

### **3.4 The Philosophical Approach**

This study seeks to investigate the construction of ‘fit’ among both Chief Executives and the Elected Member responsible for their appointment, in Local Government in England and Wales. As such, it is an *exploratory investigation* hoping to gain a deeper understanding of, and extend knowledge about, how key players in the Chief Executive Appointment Process in Local Government construe ‘Person-Organisation Fit’.

The study will explore if sex differences exist. In addition, the influence of other variables such as ‘Type of Authority’; ‘Age’ of Respondent; whether the Chief Executive was an Internal or an External appointment; the Political Party of the Elected Member; Tenure of Chief Executive; and ‘Size of Authority’ are also investigated to see if these variables influence respondent’s construction of ‘Person- Organisation Fit’.

In order to conduct good research it is necessary to have an understanding of the philosophical positions that underlie approaches to research, methods and design.

It is also important for the researcher to have some understanding of their own philosophical position, as his or her beliefs about the nature of reality and the nature of research, will influence how they go about that research.

### 3.4.1 Ontology and Epistemology

Two of the most important concepts to the philosophy of science are Ontology and Epistemology. *Ontology* refers to the claims or assumptions that a particular research approach to social enquiry makes about the nature of social reality. *Epistemology* refers to the claims or assumptions made about the ways in which it is possible to gain knowledge of this reality, that is, a set of general assumptions about the best ways of enquiring into the nature of the world (Blaikie 1993).

There are two opposing ontological views about how social science research should be conducted. These are known as *Positivism* and *Social Constructionism*.

*Positivism's* central idea is that the social world exists, and that its properties should be measured through objective methods (rather than being inferred subjectively through sensation, reflection or intuition), and hails from the natural sciences.

*Social Constructivism* (sometimes called Interpretivism) stems from the view that reality is not objective and exterior, but is socially constructed and given meaning by people. This position focuses on the way people make sense of the world especially by sharing their experiences with others via the medium of language. The focus is on what people individually and collectively, are thinking and feeling, and the way they communicate with each other (Easterby-Smith et al. 2002).

These two opposing views involve quite different epistemologies. For the Positivist the only thing that can be known, is phenomena which is directly observable. For the Social Constructivist, knowledge is derived from the meanings and concepts used by the social actors themselves. Similarly these two schools of thought have opposing views on how



this knowledge can be obtained (*methodology*), with positivists favouring quantitative approaches and social constructivists favouring more qualitative approaches.

Between these two philosophical extremes lie several contemporary alternative positions, many of which have resulted from a reaction to the traditionally dominant Positivist paradigm, which has until quite recently, dominated management research. Realism is one of these.

### **3.4.2 Realism**

Realism is the philosophical position chosen as the basis of this research. Realism recognizes that to some degree the methods of the natural sciences can sometimes be used to investigate social phenomena in the social sciences. Realism recognizes the qualitative differences in subject matters between the natural and social sciences, and argues for principals of enquiry which are common to both areas.

Realism is concerned with developing methods appropriate to a particular subject matter of the social sciences. Realism tries to reflect scientific practice, while at the same time avoiding its fatal flaws.

One of the major proponents of the Realist approach is Bhaskar (1978), who aimed to provide a comprehensive alternative to Positivism, and insisted that social *science* is possible, and recognized that while the methods of the natural sciences share common principles, their procedure will be different because of the differences in the subject matters. “The human sciences can be sciences *in exactly the same sense* but *not in exactly the same way* as the natural ones” and “social objects cannot be studied in the same way as natural objects, but they can be studied ‘scientifically’ as *social* objects (Bhaskar 1979 in Blaikie 1993).

Realism views reality as three overlapping domains, the empirical, the actual and the real, and allows both structure and freedom in the researcher's choice of methodology. The empirical domain consists of events which can be observed, the actual domain consists of events *whether or not they are observed*, and the real domain consists of the structure and mechanisms which produce these events.

The aim of Realist science is to explain observable phenomena with reference to underlying structures and mechanisms. Realists see '*explanation*' as the primary objective of science (Blaikie 1993).

Realism's epistemology seeks to '*understand*' the intervening mechanisms which may indicate, but not prove, causal relationships.

In this research the researcher takes a Realist's position, as a philosophical perspective that is consistent with the exploratory nature of the research, seeking to '*explain*' and '*understand*' the construction of 'Person- Organisation Fit'.

### **3.4.3 Feminist Perspective**

There is now a large body of organisational literature which insists that gender be taken into account when examining managerial work. There are however, several possible perspectives to take on gender. A recent article by Brewis and Linstead (1999) usefully identifies several possible perspectives on gender. These are *Liberal Feminism* (women not naturally inferior to men, importance of social justice/ equality, vertical segregation (glass ceiling), horizontal segregation and long/short agendas of equality of opportunity – e.g. Marilyn Davidson and Cary Cooper, Rosabeth Moss-Kanter); *Radical Feminism* (women naturally superior to men, importance of social emancipation/change, radical reversion/inversion of contemporary social structures, separatism - e.g. Germaine Greer, and Marilyn French), *Diversity* (Diversity including gender differences should be

recognised in organisations, individualist focus, enhance productivity by widening organisational access and participation, strong business case – e.g. Rajvinder Kandola and Johanna Fullerton); *Gendering Management* (interaction of gender and management, Foucauldian – gender identity produced by discourse, masculine discourse sustains masculine behaviour, successful managers (male or female) treated as masculine, problems of this emphasis on masculinity – e.g. David Collinson and Margaret Collinson, Jeff Hearn and Wendy Parkin) and finally the *Gender in Management* perspective.

It is within this last classification that this research fits. *Gender in management* perspective sees management as relational, believes that women and men are socialised differently, and manage differently, propose that males are more transactional and females more transformational in their leadership style, that transformational leadership is the most effective in current socioeconomic climate, and recognise the globalisation of gender. Typical writers in this area are Beverly Alimo-Metcalfe, Judy Rosener, Eagly and Johnson. The ‘Gender in Management’ perspective consider ‘management’ to be performed by gendered subjects, by individuals who identify as male or female, masculine or feminine, and the consequences this may have for organisational and management practice.

Leadership is also seen by many, as primarily a relational or social process and as such many authors suggest that an approach that captures a social constructionist epistemology can be considered as an attractive and useful research method ( Alamo-Metcalfe and Alimo-Metcalfe 2000; Parry, 1998).

The overriding aim of this research is to understand how ‘Fit’ is construed by the key parties involved in the final stages of the Chief Executive appointment process in Local Government. By doing so it hopes to shed light on how these constructions may differ between Chief Executive incumbents and the Elected Members decision-makers, and

between male and female Chief Executives and their Elected Member counterparts, to inform and improve current recruitment and selection *'practice'*.

An important note here is the difference between 'gender' and 'sex', as unfortunately, they are often used interchangeably in the literature. One of the key research questions in this research focuses on sex differences. 'Sex' is limited to things biological, whereas 'Gender' is "a psychological and cultural term, referring to one's subjective feelings of maleness or femaleness. . . or to society's evaluation of behaviour as masculine or feminine" (Basow 1992, p2). This research focuses on investigating 'sex' differences.

#### **3.4.4 Researcher Involvement**

In Positivist research the researcher must remain detached or independent from the research. In the Social Constructivist school the researcher is considered to be one with the research, and cannot be meaningfully removed from the interaction. In this research, the Realist perspective and the qualitative approach to the research design, means that the researcher must be acknowledged to be fully involved in this research. The researcher will be central to the 'sense-making' processes and the construction of meaning during the analysis stage. Blaikie (1993) says that within the Realist perspective, it is accepted that social research mediates the experience of the researcher and the researched. This does not mean that the researcher is subjective or totally empathetic as in the social constructivist position, but acknowledges their role in the interaction while trying to observe and interpret the research subject.

James and Vinnicombe (2002), believe that some self-awareness is appropriate in all research design, although qualitative research requires high levels of reflexive behaviour that clearly needs to be articulated in the writing up of the results. I am a positivist by training, but a constructivist by instinct. I have at times struggled with the qualitative approach, but in using Repertory Grid method have found a powerful methodology

supported by an alluring Theory. This approach sits very comfortably with my own ontological assumptions and view of life.

“Personal interest might lead the researcher to research certain topics and phenomena. It will influence the way a question is framed and the context of the study. This view challenges the notion of the ‘interchangeable scientist’, that anyone could do this research . . .” (James and Vinnicombe 2002). In undertaking this study, I am fully aware of what led me to this doctoral research topic. I worked exclusively as a Recruitment Psychologist appointing Local Government Chief Executives for 5 years. With each appointment, after having designed and run a complex assessment centre for the best part of 3 days, there were often two or three people who could ‘do the job’. These applicants went through to final interview with a small group of senior Elected Members who were tasked with making the final appointment decision. Although the final interview was always structured, there was also the opportunity to ask more free-ranging questions, - to clarify issues or seek further explanation. These ‘ad-hoc’ questions from the Elected Members to the final candidates often flummoxed me, and seemed to me to be quite unrelated to the person specification or list of competencies that had been hitherto, the central plank of the assessment and recruitment process. The final decision often, did not fully tally with the outcomes of the Assessment Centre, in that the person appointed was not always that person who did ‘the best’ in the Assessment Centre which focused on the skills required for the position. When I asked the Leader (or most senior Elected Member responsible for the appointment decision) how s/he had made the decision, (and I often did!), I regularly heard the word ‘Fit’ and the phrase – “I can work with them”.

In undertaking this research I am attempting to shed light on the importance of ‘Fit’, in the Chief Executive appointment process in local government. This issue is not acknowledged by the selection literature, nor by the key actors in these appointment processes. The public sector in the UK is very committed to both objective assessment and equality. In my view, they are ahead of most large private sector organisations in this

regard, but despite the good intentions, this research attempts to show that selection at the very top of the organisation is still not an equal playing field. It is natural (and some would say vital) that the Elected Member appoints someone who they ‘can work with’, and who ‘fits’ (their construction of someone who will be successful in the job). However, if Elected Members are not made aware of their propensity for bias, stereo-type and prejudice in this final decision, homosocial reproduction (Kanter 1977) will continue. As a result, women and others who are different, will continue to be excluded from these very top jobs in public sector in the UK.

By exploring and attempting to understand ‘Fit’, I want to raise awareness of how, even for those with the very best intentions, deeply held stereotypes can and does override objective decision making at the very last hurdle in the appointment of the Chief Executive in local government. Most importantly, as a result of this new understanding, I want to improve practice.

### **3.5 Research Methodology**

Because Realism adopts the Social Constructivist (or Interpretivist) position that there are fundamental differences between natural and social phenomena, it does not insist on an identity of method. Realism is concerned with developing methods appropriate to the particular subject matter of the social sciences (Blaikie 1993). The Repertory Grid method is a constructivist tool, and Kelly (1955), at the outset, defined his philosophy as that of ‘constructivist alternativism’.

Goffin (2002) lists the flexibility of the Repertory Grid approach, and the variations in design and analysis, as a possible limitation to the method. However others (Stewart 1981, Easterby-Smith 1980b, Fransella and Bannister 1977, Smith 1986) identify this flexibility in the methodology as a key strength.

### 3.5.1 Qualitative Approach

In line with the Realist perspective, a qualitative approach to the research is proposed to investigate the construction of ‘fit’.

*“Qualitative research is an inquiry process of understanding based on distinct methodological traditions of inquiry that explore a social or human problem. The researcher builds a complex, holistic picture, analyzes words, reports detailed views of informants and conducts the study in a natural setting.”* (Creswell 1988)

In addition Creswell (1998) lists the some agreed characteristics of qualitative research.

- Natural Setting (Field Focused) as a source of data
- Researcher as key instrument of data collection
- Data is collected as words or pictures
- Outcome as process rather than product
- Analysis of data inductively, attention to particulars
- Focus on participants’ meaning
- Use of expressive language
- Persuasion by reason

These characteristics are consistent with the approach to this study, which focused on 40 in-depth repertory grid interviews, with recently appointed Chief Executives and their Elected Member counterparts. All Interviews took place at the respondent’s place of work, and were tape recorded and transcribed.

### **3.5.2 The Research Design**

This research project uses Repertory Grid methodology, to understand how Chief Executives and Elected Members in Local Government construe 'Person- Organisation Fit', and if there are any differences between males and females. Because of the flexibility of the method some key decisions needed to be made.

The design uses 40 respondents divided into two groups of 20 Chief Executives and 20 Senior Elected Members.

The Chief Executive sample were chosen as they had been newly appointed (under 2 years in post), and identified through the Local Government press. They were approached by letter and asked to participate in the research, and to ask to invite the 'most senior Elected Member responsible for their appointment' to take part in a similar separate interview (see letter of invitation at Appendix A).

To facilitate better understanding of the construct of 'Fit' across all types of Local Authority, purposive sampling was used to access equal numbers of respondents from each 'type' of Local Authority (District Councils, County Councils, Unitary Councils and London Boroughs/Metropolitan Councils). Unfortunately despite writing to all Chief Executives appointed in the last 12 months, there was insufficient take up by both the London Boroughs (2 Authorities) and from Metropolitan Authorities (2 Authorities). Second letters of request were sent without success. Because of the similarities in function, it was decided to combine authorities from London Boroughs and the Metropolitan Authorities. The case for this, is based on the fact that all London Boroughs are in fact Metropolitan Authorities with the same functions, scope and rules of governance, but are often given special status due to their London location. As a result London Boroughs and Metropolitan Authorities are combined into one joint category for analysis.



**Table 3.1: Research design**

Type of Authority	Chief Executives	Senior Elected Members
District Councils	5	5
County Councils	5	5
Unitary Councils	5	5
London Boroughs/Metropolitan Authorities	5	5

The primary unit of analysis is the individual respondent (Chief Executive or Elected Member). A second level of analysis focuses on two sub-samples of *Chief Executives* and *Elected Members*. Sex of respondent was identified as a key independent variable.

It is important to note here that the Chief Executive and their Elected Member counterpart are from the *same authority* and are hence took part in the same appointment decision. There is some limited analysis undertaken on these CE-EM pairs.

There was much effort expended by the researcher in attempting to get a gender balance in the Chief Executive and Elected Member sub-samples, to assist with the analysis of sex differences within the research. This was more difficult that expected due to the sampling parameters of the research – namely those Authorities who had appointed Chief executives in the last 2 years. Unfortunately an equal balance was not possible with only eight of the 20 Chief Executives being female (40%) and only 4 or the Elected Members (10%) of the Elected Members being female. These proportions, do however approximate the national data on women’s representation in these different sub-groups.

The research aims are to explore and understand. It is not the aim of this research to strive for *statistical generalisability* and there is no search for *causal variables*. The research is designed to explore and increase understanding of Person – Organisation Fit at this most senior of levels in Local Authorities in the UK.

### 3.5.3 Data Collection Methods

The qualitative researcher has a choice of methods to draw on. These methods can be used individually or in combination, and are summarised by Silverman (1993).

- (i) Observation
- (ii) Analysing Texts and Documents
- (iii) Interviews
- (iv) Recording and Transcribing

Using methods (i), (ii) and (iv), the research acts as a passive observer of social life, through observing and recording situations relevant to the questions being researched or by analysing relevant texts or publications. Such methods were not considered relevant to this research which concentrates on understanding both the Chief Executive's and the Elected Member's construction of 'Person – Organisation Fit'. Constructions of fit are expected to be difficult to articulate, and complex in form, because they are often not held in the conscious mind.

The Interview, with its characteristic flexibility was deemed to be the most relevant method for data gathering in this research. However, because of the complex nature of the subject matter under investigation, the straight forward structured or semi-structured interview was not felt to be adequate for this task. A 'normal' structured qualitative interview, in which people are asked to directly describe their construction of 'fit', would be unlikely to elicit the level of data required. A more structured interview technique - the Repertory Grid Technique, was chosen as the best tool to use in this research. The Repertory Grid technique is based on Kelly's Personal Construct Theory (Kelly 1955), as one of its recognised strengths is its ability to investigate areas that are hard to articulate (Easterby-Smith et al 2002).

The research seeks to investigate how *'Person-Organisation fit'* is construed by both incumbent Chief Executives and the person responsible for their appointment – the most senior Elected Member (or Leader) of the Council. The literature suggests that there is currently no agreed definition of *'Person-Organisation Fit'* and it is expected that P-O fit will be a complex construct.

The Repertory Grid Interviews all took place at the respondent's place of work. All interviews took between 60 and 90 minutes to complete. Additional structured questions to gather important Bio-data, on Sex, 'Type of Authority, Age of Respondent, Whether the Chief Executive was an Internal or External Appointment, the Political Party of the Elected Member respondent, the Tenure of the Chief Executive, and the size of the Authority (Full Time Equivalent Staff). All interviews were tape recorded and the tapes transcribed.

### **3.5.4 Repertory Grid Technique**

#### (1) Key Elements of Theory

Repertory Grid Technique (or method), is a flexible instrument appropriate to the investigation and exploration of personal construct systems. The tool was originally developed by American Psychologist George Kelly (1955), and is based on his theory of Personal Construct Psychology. The Repertory Grid Technique can be used as an empirical tool to access an individual's construct system (or their mental-map of how they see the world), but is also underpinned this technique is a comprehensive theory. At the root of this theory, Kelly saw all humans as 'scientists' in that our behaviour is guided by a need to constantly test hypotheses about the nature of the world. He proposed that we all have a different, but equally valid, construction of reality. Depending on our experiences we all develop a highly integrated set of 'constructs' to view the world and inform our behaviour. Kelly devised repertory grid technique as a method for exploring personal construct systems. It is an attempt to stand in others' shoes, to see their world as

they see it, to understand their situation, their concerns (Fransella and Banister 1977). The tool allows the researcher to capture an individual's view of the world without 'observer bias'.

Central to repertory grid theory is the fundamental postulate . . . "*a person's processes are psychologically channelised by the ways in which he anticipates events*"; the 'person as scientist' metaphor and 11 corollaries (see Appendix B).

Although the Repertory Grid Technique is used in this research as the major data collection tool, and some understanding of the theory behind its development is useful, it is important to point out that the outcomes from this research are not analysed in the full context of Personal Construct Theory.

## (2) Key Strengths

The Repertory Grid Technique has been chosen for this investigation because it is a useful technique for investigating areas that are hard to articulate. Stewart and Stewart (1981) identify the main advantages being that (1) Rep Grid involves verbalising constructs which would otherwise remain hidden; (2) it is based on the individual's own framework, not that of expert in the field; and (3) it provides insights for both the researcher and the researched.

Repertory Grid Technique is essentially a qualitative tool that allows the researcher to access the less conscious, underlying or deeply held constructs which people hold on the topic of investigation. Repertory Grid Technique has a complementary philosophical stance (*constructive alternativism*) and has the ability to elicit an individual's perceptions in an in-depth, value free and incremental fashion. The ontological and epistemological positions of the theory are in keeping with the Realist perspective, for example, the view that individual's have their own unique view of the world, which is 'coloured' by their own set of constructs (Bannister & Fransella 1986). It is important to remember that the

repertory grid is a flexible and diverse methodology and not a standardised test with a set procedure. It can be argued however, that it has its own intrinsic validity and because of the nature of the tool it is not sensible to make statements about its reliability (Fransella & Banister 1977).

Fundamentally Repertory Grid Technique allows us to uncover an individual's mental map on a given subject and see "how people understand their world" Repertory Grid allows us to collect unbiased data on a subject that is not totally understood by that subject (Goffin 1994).

It is essentially an *idiographic* technique, enabling a wealth of data and information to be derived from an individual interviewee via the use of numbers in their individual grids to indicate patterns of relationships between constructs. Although the technique exhibits great diversity in terms of how it is utilized, individual Repertory Grids cannot be 'combined' per se. The tool is designed to make sense of how an individual construes, and hence each person's constructions will be individual to themselves.

Kelly's work stresses the tool is an *idiographic* tool, but does not rule out combining the information gleaned in several grids. . . Kelly (1955) advocates the utility of abstraction in this respect . . . " we have used the subjects own systems of axes, yet we have abstracted them in ways which permit us to subsume them within our own system." . . . and . . . "abstractions which are lifted from a sample of behaviours of a single person may, in turn, be used as data from which abstractions are lifted from a sample of people of a group".

Repertory Grid Technique is now considered to be a well established research technique within Psychology, Marketing and Management (Stewart 1997). Proponents of the technique (e.g. Stewart 1997, 1981, Goffin 1994 , 2002, Smith 1986) suggest the output of the grids can be combined using *content analysis*. Repertory Grid has substantial

theoretical foundations and structure. It is amenability to both qualitative and quantitative analyses and there is a variety of supporting software readily available.

### (3) Key Limitations

Repertory grid does, however, have some limitations. Goffin (2002, p 219) lists some of these:

- (1) If the number of personal elements that can be identified are low, there are not enough possible triads and the technique cannot be used
- (2) Due to the many variations in design and analysis, researchers need to carefully select the most valid approach
- (3) The somewhat artificial nature of the repertory grid interview may influence an interviewee's constructs
- (4) The technique is time-consuming
- (5) Managers may be initially skeptical of the technique
- (6) The interviewee's ratings of the elements are susceptible to the 'halo' effect
- (7) The computer analysis can become almost an end in itself, which may disguise weak research design
- (8) The apparent simplicity of diagrams such as cognitive maps may seduce researchers into making invalid interpretations of the data
- (9) The interpretation is sometimes problematic, as there are not always clearly accepted ways of analysing the data.

Access to Chief Executives and senior Politicians is difficult at any time but an extended interview may have limited the number of respondents agreeing to take part in this research. Some have found it difficult to maintain the interviewee's engagement in the process, especially if they are expecting something less structured. Repertory grid technique also generates a huge amount of data that can only be efficiently utilized with the help of a computer programme.

However, even when acknowledging these limitations, the technique offers a particularly flexible approach to accessing a particularly difficult and complex issue. As the purpose of this study is ‘an in depth exploration’, repertory grid is particularly appropriate. No other tool would offer the depth of insight without imposing other’s dimensions or frameworks on the respondents.

Reliability and Validity are also seen by some to be limitations to repertory grid approach. Clearly they are not concepts that sit comfortably within the Personal Construct Theory. As Jenkins (1994 in Freeman 2003) points out. “ the notion of validity as capturing individual sense making is . . . pre-eminent in the design and undertaking of this type of research”. Fransella and Bannister (1977) argue that the ‘Grid’ has intrinsic validity. This is because it is not a test and has no specific content. The validity can only be talked about in the sense that we can question whether or not the grid has effectively revealed patterns and relationships in the respondent’s grid, and each person’s Grid is very idiographic, exhaustive in nature.

Fransella and Banister (1977) also say the theory makes a nonsense of reliability, as the idea of a ‘static mind’ is a contradiction in terms. They suggest that we should look to the grid, not to repeat the same result, but to see, when it shows change, what it is signifying.

#### (4) Key Decisions

Easterby-Smith et al (2002) point out how the first decision to be made is the *focus of the grid*. In the case of this research, the *focus* is to explore the construct of ‘Fit’ among the research participants. There-after the researcher is involved in a series of decisions (Goffin 2002), as detailed below.

### *(1) Selection of elements*

Elements must be selected to fit with the aims of the investigation. Elements are the ‘objects of thought’ (Easterby-Smith et al 2002), should be relevant to the chosen focus, and should provide a good range. Fransella and Bannister (1977) point out there are two important factors to keep in mind when selecting the type of elements to be used.

(a) The elements must be within the range of convenience of the constructs to be used. Kelly derived a prime rule of grid construction – “for given persons completing the grid, all elements must be within a range of convenience” (p6 Fransella and Bannister 1977). ‘Range of Convenience’ is important as Kelly argued that all construing operates within a context, and that there are a finite number of elements to which it can be applied by a given person, at a given time. In short the elements must be able to be construed meaningfully within the focus of the Grid.

(b) the elements must be representative of the pool from which they are drawn. Kelly developed the use of ‘role titles’ to ensure adequate representation.

Goffin (2002 p203) adds to this, with the following guidelines:

1. Elements should be specific, and discrete, in order to avoid confusing the interviewee.
2. Simple, clear elements support effective interviewing.
3. The set of elements should be relatively homogeneous – for example mixing people and objects may cause confusion
4. Elements should avoid value judgments, as these increase the potential for misunderstanding.
5. The interviewee must be familiar with the elements.



6. Most importantly the elements must be appropriate to the topic being studied.

Easterby-Smith (1980) advises that 8 – 10 elements are quite adequate for most managerial applications. Some repertory grid interviews supply – ‘*provided elements*’, but in this case it was felt better to ask respondents to provide role ‘*personal elements*’, that is, general role descriptions and to ask respondents to name people who they are familiar with who meet these role descriptions. Specifying ‘role descriptions’ is a common approach, used by a number of researchers using repertory grid method (e.g.: Alban-Metcalf & Alimo-Metcalf 2000, Harris 1997). The elements chosen for this research are identified in the table below:

Table 3.2: Elements - Full Form

<b>ELEMENT</b>
<b>A. The name of the Current Chief Executive</b>
<b>B. The name of the Immediate Past Chief Executive</b>
<b>C. The name of a <u>Female</u> Chief Executive/Senior Officer who you think would be a “good fit” here as Chief Executive</b>
<b>D. The name of a <u>Male</u> Chief Executive/Senior Officer who you think would be a “good fit” here as Chief Executive</b>
<b>E. The name of a <u>Female</u> Chief Executive/Senior Officer who you think would be a “poor fit” here as the Chief Executive</b>
<b>F. The name of a <u>Male</u> Chief Executive/Senior Officer who you think would be a “poor fit” here as the Chief Executive</b>
<b>G. An <u>Unsuccessful Applicant</u> who would have been a “good fit” for the job</b>
<b>H. An <u>Unsuccessful Applicant</u> who would have been a “poor fit” for the job</b>
<b>I. The <u>‘Ideal person’</u> who would be a ‘perfect fit’ for the job.</b>

## ***(2) Presentation of the elements***

Constructs can be presented in a number of ways. Kelly (1955) originally identified 6 ways to elicit constructs, but the triadic approach is probably the most common (Goffin 2002). However within the triadic method, there are several options.

The *Minimum context card* form, the person is first asked to give names to role titles/descriptions. These are then written on cards presented in threes (in a random order) to the respondent. The respondent is asked to specify *some way in which two of them are alike and thereby different from the third*. Having recorded the reply (often called the emergent pole), they are asked in what way the third person differs from the other two people. The answer to the question concerning difference is the contrast pole.

Alternatively the *Full Context Form* can be used. This is when all elements are written on separate cards, and are spread out before the respondent. They are asked to think of important ways the groups of people (elements) are alike. When the first two cards are selected they are asked in what way they are alike. As subsequent cards are added/taken away they are asked whether it is the same category as for the first two cards.

The combination of triads is important, because if successive triads are too similar, it is hard to elicit meaningful constructs. For the 9 elements used in this research there were 84 possible triadic combinations. (e.g. ABC, DEF, GHI, ADG, , BEH, CFI, AEI, GEC, DBG, HFI, ABD etc. ) However as Goffin (p204, 2002) points out, in a 60 – 90 minute interview, the interviewee will only be presented with about 10 triads, and this was certainly the case in this research.

### ***(3) Eliciting Constructs***

A key part of the construct elicitation is the question posed with each triad. The general form of the question is ‘In what way are two of these alike and at the same time different from the third?’ (Goffin, 2002). This question was adapted to this research context to the following – “*In what way are two of these people similar, and yet different from the third in terms of how they might ‘fit’ the Chief Executive role, in this authority?*”

Kelly (1955) theorised that constructs are inherently bi-polar, hierarchical, finite in number, and that people differ from each other in their constructions of objects and events. Hence the process of construct elicitation, must involve obtaining both the emergent pole (which the respondent identifies through the triadic comparison) and contrast pole, obtained by asking how the other (one or two) elements are different in terms of the construct obtained.

In order to clarify the meaning of the constructs being elicited, two main techniques are used, that of laddering and pyramiding. Laddering was initially developed by Hinkle (1965). This involves eliciting constructs and then asking the person to say *which pole they would prefer to be described by and why*. The answer given is another construct superordinate to the first, to which the same question is asked, and so on, for each new construct until the person cannot, or will not produce any more. Hinkle argued that each construct was superordinate to the first, and thus when all constructs in the grid are laddered one would expect some to have the same super-ordinates.

Another way to explore the meaning of constructs is by eliciting increasingly subordinate constructs for each construct in the grid. This is called pyramiding (Landfield, 1971) which involves asking the respondent to *tell you more about someone who is ‘X’*. The reply is another construct subordinate to the first to which the same question is asked. This procedure is applied to both poles of a construct thus producing a kind of pyramid of

subordinate constructs. Both these approaches (laddering and pyramiding) help the investigator to explore the organisation of the construct system beyond the grid, and need some skill to use seamlessly in the elicitation process.

In this research, the researcher's decision to use laddering or pyramiding was driven by the desire to have clarity around the meaning of the construct, and to understand (as much as possible given the time available) the construction system of the respondent. This was imperative as lack of clarity on both issues would impede the categorisation process of such constructs at a latter stage of the research. Hence if the respondent produced a construct which was ambiguous or unclear to the researcher, a further question was asked, that is "what kind of person is this?" Thus constructs which were pyramided are presented in Appendix F by the letter (P). If the researcher was unclear where or how the construct fitted into the respondent's view of the domain she asked "why is this important?" In this way higher order or superordinate constructs were produced to enable the researcher to explore the construct system in more detail. Laddered constructs are labeled (L), and are the result of the question "why is this important ?".

Finally, the structured nature of the Repertory Grid Technique, in particular the detailed exercise of eliciting constructs, demands the full engagement of the respondents. Repertory Grid Technique is not without its problems in terms of maintaining the interest and the engagement of the respondent for the full duration of such an interview. In the case of this research sample, - senior successful political and managerial leaders in local government, it was important for the researcher to use discretion and judgement as to when the respondents were about to loose interest or disengage from the process. As a result, there are some constructs which were not fully explored (pyramided or laddered), where in other less pressing circumstances it would have been ideal to do so. This means that the nature of the constructs generated may be less consistent than ideal (see Appendix F).

#### ***(4) Rating scales***

Options for scoring repertory grid interviews include rating scales, bi-polar scales, and ranking scales. Ranking appears to be a simple way to gauge how respondents perceive elements. However it is an ordinal measurement that does not allow simple statistical analysis because the difference between each of the ranked elements may not be the same. Smith (1986a) warns against ranking scales because they degrade the quality of the information, pose unreasonable dilemmas for the respondent, and produce data which is notoriously difficult to analyse. Bi-polar scales can be used, but wider scales increase the sensitivity of the measurement, provided respondents can cope with them.

Ratings are more commonly used today and can be easily analysed (Goffin 2002). This research chose to use a 7 point rating scale. Stewart (1997) suggests that a seven point rating scale is getting close to most people's limits of discrimination. Such a rating scale was easily within the coping capacity of both sets of respondents and provided a more sensitive measure for the research. In addition, rated grids are now in abundance in repertory grid research and there are a number of statistical packages now available with which to analyse rated grids.

***Table 3.3: Rating Scale***

<b>RATING SCALE</b>	
<b>1</b>	Scores <b>EXTREMELY POORLY</b> on this dimension
<b>2</b>	Scores <b>VERY POORLY</b> on this dimension
<b>3</b>	Scores <b>POORLY</b> on this dimension
<b>4</b>	Scores <b>IN THE MIDDLE</b> of the 2 poles on this dimension
<b>5</b>	Scores <b>QUITE WELL</b> on this dimension
<b>6</b>	Scores <b>VERY WELL</b> on this dimension
<b>7</b>	Scores <b>EXTREMELY HIGHLY</b> on this dimension

### **3.6 Data Analysis**

“The big problem with qualitative data is how to condense highly complex and context-bound information into a context which tells a story in a way which is fully convincing to the reader” (Easterby-Smith et al 2002).

There are however some general agreement about the general stages in the analysis of data. For example Ritchie and Spencer (1994) suggest the following interconnecting stages: data familiarization; identification of a thematic framework or index; indexing or coding; charting (where a picture is constructed of the data as a whole); and mapping and interpreting (or the stage at which concepts are defined and typologies are created).

Where a multiple cases are used, Yin (1994) suggests that the appropriate analysis should first be conducted within each case. Patterns or explanations from each case can then be compared across each case following a replication mode. Results can be interpreted at single case level, and then conclusions drawn for the multiple cases, which then become conclusions for the whole study.

Repertory Grid analysis has the propensity to produce a huge amount of data. Slater (1977) has said that “a single grid may contain as much data as a postgraduate student might not long ago, have collected in the course of a research project for a doctorate”. Fransella and Bannister (1977 p.73) warn that . . . “programmes have become more and more complex until it is virtually impossible to see how the print-out bears any resemblance to what the person actually did when she filled out the grid” and remind . . . “those in danger of being caught up in the numbers game, that there are many interesting things that can be done working directly with the grid’s raw data.”

Because of the huge amount of data, a clear strategy for analysis was developed. This two –stage process is detailed below.

1. CPA Computer Analysis using GridLab
2. Calculating the descriptive statistics for each respondent's grid
3. Undertaking 'Analysis of Component Space' for each respondent's grid
4. Analysing across grids using certain PCA outputs

(NOTE: These included a summary of respondent's principal components; summary of percentage variance accounted for; distance between Element A and I; distance between Element I and B; and average ratings for elements)

5. Content Analysis
6. Analysis of sub-group differences  
(These included analysis of differences between Chief Executives and Elected Members constructs, Male and Female constructs).
7. Analysis of secondary variables
8. Chi-Squared tests of Significance

(NOTE: A range of secondary variables were explored including 'Type of Authority, Political Party of Elected Members, Source of Chief Executive (Internal or External), and Age of respondent.)

In Chapter 5, Principal Component Analysis, begins with some manual analysis of the repertory grid data. This includes frequency counts of the numbers of constructs generated by each respondent, and the average scores given for each element.

### **3.6.1 Principal Component Analysis**

There are considered two major ways of interpreting data from Repertory Grid Analysis. The first is Principal Component Analysis, and the second is Cluster Analysis (or Dendritic Analysis). There is much debate about which approach is preferable (Slater 1974). Easterby –Smith (1980) suggests that PCA packages may be preferable in research

applications. Both use multivariate techniques, but Smith (1986a) contends that the use of principle components is a more accurate approach, and that the resultant maps are more easily understood.

The analysis of repertory grids is complicated, the mathematics complex, and the use of software is now considered to be indispensable for the analysis of repertory grids. There are several computer analysis packages available for interpreting Repertory Grid Analysis. A useful website – the PCP Home Page, of the Department of Medical Psychology, University of Geissen, Germany (2002) summarises the packages available, and gives a short summary of their strengths and limitations.

PCA was originally developed by Kelly himself, and later further developed by Slater (1974), who went on to develop the well known Grid Analysis Package (GAP) in the sixties. The best known programme in this package is INGRID (to analyse individual grids) and was developed by Slater for the main frame computer. It is still a very popular choice of programme. GridLab, developed by Otto Walter (1999), is a Windows based Principal Component Analysis package. It is described as “essentially Slater’s package adapted for PCs and in Windows format”. It is decidedly user-friendly, and available in an English language version.

The aim of the Principal Component Analysis (PCA) is to give a visual representation of the basic structure of the grid. In psychological terms it answers the questions: What are the basic axes, or unifying constructs, the person uses to structure his/her world? And how are important persons (Elements) located in terms of these axes? (Tschudi, 1998). Principal Component Analysis (PCA) involves transforming an original set of variables into a set of hypothetical variables which are uncorrelated. That is, the first hypothetical variable or component, is derived in such a way that it accounts for the maximum variance, the second components accounts for the maximum variance subject to being uncorrelated to the first and so on (Smith 1986a). Stewart (1997) indicates that much of



the appeal of the principal components analysis approach lies in this simple, striking visual presentation of the data, and the apparent ease with which change can be shown in the grid.

However, Principal Component Analysis has some limitations. The interpretation of the output and grid involves looking at the various positions of elements and constructs. To be done well, this interpretation requires some skill and experience, and an understanding of the mathematics behind the visual representation that may not be obvious to novice users. Other PCA limitations identified by Stewart (1997) include:

“(1) Not all the variance is represented by the two axes on the page. It is usual to find only two axes used; sometimes three are given. You could well find that there are important relationships between elements or constructs that are not presented for analysis because they do not figure totally on the two (or three) main axes. To have 15% (or more) of the variance left out is by no means unusual; we have seen papers where nearly 50% is left out, without comment, by the authors. This sacrifices detail of unknown importance for the sake of easy visual interpretation.

(2) In ‘before-and-after grids’ there is no guarantee of that the main axes produced for the second grid will be the same ones in the first grid, if you analyse the two grids separately. You should really combine the two grids – which means using the same elements and constructs for the second grid, no more and no less. Thus if your change after therapy includes the availability of more elements or constructs, there is no way to introduce them into the second grid and have it comparable with the first. Many people do not bother to take note of this point; they analyse the second grid separately from the first, lie the one over the other and hope nobody notices that the axes do not match.

(3) Also, principal components analysis in practice is often used just to show the relationships between the elements, and the constructs are collapsed into three axes. Not

only does this lose the linguistic subtlety which is such an important part of construct elicitation, it effectively prevents you from doing much work with what the constructs mean to the recipient – which is not the case with dentritic analysis.

Stewart (1997) presents the following comparison of Dentritic Analysis with Principal Component Analysis from the user’s point of view:

Dentritic Analysis	Principal Component Analysis
Throws no detail of the relationships between elements/constructs in analysis and visual interpretation of data	Throws away some of the relationships between elements/constructs in analysis and visual interpretation of data
Requires some visual inspection before relationships between elements/constructs can be grasped completely	Relationships between elements presented in a way which makes visual inspection easy
Works towards greater differentiation and definition of elements and constructs	Collapses some of the meaning of elements and constructs
When two grids are being compared, only elements <i>or</i> constructs need be held constant between the two	When two grids are being compared, elements and constructs must be held constant between the two
Can be easily administered interactively, building up a picture with the client and analysing it as you go along	Difficult to administer in an interactive mode
Relatively easy to demonstrate what the computer has done to get from grid to map	More difficult to demonstrate what the computer has done to get from the grid to the map

Stewart (1997) believes that the choice of analysis methods should be influenced by the purpose for doing the grid, the depth of analysis required, the need for speed of analysis and feedback, and how and by whom the grid is to be interpreted. In the case of this research, the researcher was to have total control over both the data collection and analysis, and as a result was ‘close’ to the data. There was no need for ‘before and after’ comparisons, and there was no need for the grid analysis to be undertaken interactively (both strengths of the Dentritic or Cluster Analysis. An in-depth analysis of each individual’s grid was not considered to be required. What was required however, was a clear visual map of the data from each respondent, while keeping a close eye on the total percentage variance being accounted for by the first and second components.

As a result, Otto Walter's (1999) 'GridLab' package using Principal Component Analysis, was chosen to analyse the data from this research .

### **3.6.2 Content Analysis**

The purpose of content analysis is to make the data more manageable. The data are subdivided, coded and then categorised. The purpose of the task is to reduce the amount of data through an iterative process of identifying common meaning.

Content analysis, in general can be considered to be at the more positivist end of the epistemological spectrum, as it relies on the researcher counting frequencies (Easterby-Smith 2002). Grounded theory on the other hand, is related more to the social constructivist end of the spectrum, where an open reflexive approach to the data is taken, to systematically analyse data and establish themes patterns and categories. The coding of the content analysis has not been presupposed by any reference to literature or other source about what categories may emerge. The categories will 'speak for themselves' as they evolve, and as such may be considered to have been developed through a grounded theory approach.

The process used in this content analysis draws on that recommended by Stewart (1981), and subsequently employed by Freeman (2003) and Kumra (2003). This approach is detailed below, but essentially involves developing a categorisation system, by hand-sorting the constructs into 'piles' and then developing 'labels' for each pile. Stewart recommends a second 'coder' as there is . . ."always the possibility of unconscious bias creeping in at such times" and she clearly recognises that . . . "Interpretation will, of course, depend on your superordinate purpose for the Grid study." (Stewart 1981).

In effect, this process categorising other people's constructs is about 'construing someone else's construing'. Dalton & Dunnett (1992) warn that there may be a trap here, and reminds us that we are talking about constructs and not their *verbal labels*. They point out that the use of a particular word, does not necessarily imply the same construct as the same word, may have different meanings for each individual. This issue became obvious in this research and both coders were at pains to categorise constructs according to the 'underlying meaning' rather than the 'words' used.

Content analysis allows us to combine the constructs generated across the 40 research subjects in order to identify the most common and important meanings. Kelly (1955) himself advocates the utility of abstraction in this respect . . . "we have used the subjects own systems of axes, yet we have abstracted them in ways which permit us to subsume them within our own system." . . . and . . . "abstractions which are lifted from a sample of behaviours of a single person may, in turn, be used as data from which abstractions are lifted from a sample of people of a group".

It is well recognised, when using Repertory Grid output in this way, that the process of categorising and sorting introduces the potential for *researcher bias*. The researcher must impose their own construct system onto the data in order to categorise it. In order to further reduce this potential for researcher bias, a second coder was also used.

There is some argument in the literature about whether or not it is best to use an existing framework, for categorising constructs. Some existing frameworks were identified from the Personal Construct Psychology literature (e.g. Duck, (1973), and Landfield (1971), but no PCP categorisation frameworks were found that were relevant to the context of this study, and they offered no insight into the data. (E.g. Duck's framework consists of (1) Psychological Constructs, (2) Role Constructs and (3) Other.)

In developing the categorisation framework for this content analysis, a ‘Grounded Theory’ approach was taken which is considered by some (e.g. Alimo–Metcalf and Alban Metcalfe, 2001; Fournier, 1997; Freeman, 2003) to be the most appropriate approach for an exploratory study using Repertory Grid data. The following paragraphs detail this process, but it needs to be recognised that both coders were extremely familiar with leadership and management literature. The coders’ familiarity with these bodies of work will obviously influence the choice of categories and category labels. Hence, how the researcher construes respondents constructs will inevitably impact the validity of the method, and as such, the methodology used to combine such constructs, must be conducted in an extremely disciplined way.

What is important to note however, is that engaging a second coder assisted with this discipline and both coders recognised the need to ‘*let the data speak for itself*’. The process of discussion and argument between the two coders, independent coding, and recoding, greatly assisted with the ‘rigor’ of this process.

In this research the constructs elicited from each respondent, were pooled and a manual content analysis was undertaken. A second coder, independent of the research will be used to check the reliability of the codings and to establish the validity of the construct groupings. This is in common practice among Repertory Grid studies in marketing and management and in keeping with Kelly’s original theory (1955). His *Commonality Corollary* states:

*To the extent that one person employs a construction of experience which is similar to that employed by another, his (sic) psychological processes are similar to those of the other person. Thus “to the extent that we can construe that the constructions of two other people as being similar, we may anticipate that their psychological processes may also be similar”.*

In this move from the idiographic to the nomothetic, there is however a loss of detail in the data.

### **3.6.3 Interview Transcripts**

All interviews were tape recorded and transcribed. The transcripts became particularly useful when allocating ‘difficult to understand’ constructs to the content analysis categories. These transcripts were scoured for additional meaning to support the categorization of the content analysis, and enhance understanding and meaning of what the respondents were trying to say.

## **3.7 *Limitations in the Research***

The limitations in this study revolve around several difficult issues.

### **Person – Organisation or Person – Job Fit?**

The first issue of concern is the degree to which the researcher is capturing the construction of Person – Organisation ‘Fit’, or Person-Job ‘Fit’. The latter refers more to knowledge and skills to do the job, the former related to the more intangible, cultural and interpersonal components of fit. Other research (Chatman, 1989) suggests respondents may include elements of both in their construction of ‘Fit’. The Chief Executive position is a ‘job’ in its own right, however the issue of ‘Fit’ is likely to concentrate on both person–job fit and person-organisation fit due to the nature of the job, that is, at the strategic apex of the organisation. The research may have been improved by adjusting the focus of the interview more toward Person – Organisation Fit and away from Person – Job Fit, by a clear articulation of the difference between these at the beginning of each repertory grid interview.

### **Idiographic Tool – Nomothetic expectations**

The second issue is how much of the output from the Repertory Grid Interviews (which are idiographic in nature) can be successfully combined to produce a meaningful understanding of the construction of Fit across the whole population and its different sub-samples. There is a huge amount of information in each individual respondent's grid. This research has acknowledged this, but has only focused on those outputs that can be combined, to produce a collective view. This necessarily means that much of the data output has not been included in this thesis.

### **Gender Analysis**

The small number of women in the sample, in particular the female Elected Member sub-sample (number =4) and female Chief Executives (8) is a limitation to both the statistical analysis and the generalisability of the outcomes from these groups. However, these proportions are reflective of the small number of women who actually hold these positions of Chief Executive and Leader of the Council. The results indicate areas for potential further research.

### **Understanding 'Fit', or understanding the role it plays?**

The focus of the research is to *understand* how Chief Executive's and Elected Member's responsible for their appointment construe 'Fit'. As result, the research findings 'allude' to the role that it might play in the appointment decision making process of Elected Members. Further research will be need to focus specifically on this 'decision-making' area, if we are truly to understand the processes that underlie who is appointed and who is not.

### **Tenure of Chief Executives**

The initial interviews targeted newly appointed Chief Executives who had been in post for up to 2 years. It became obvious that this was a little too long for some respondents and some had difficulty in the interview recalling events, people and feelings. We know from the literature that tenure is known to moderate the issue of fit (Ostroff and Rothausen, 1997). In addition there was a general sense that the respondents were talking about 'fit' with the benefit of 'what they know now', (i.e. two years on) rather than when they were appointed. The final 10 Chief Executive respondents were approached because they had been in post for under one year. This meant that there is a wider spread in the tenure of the Chief Executive sub-sample than originally envisaged. Each authority was approached because they had a newly appointed Chief Executive, but it varies how new, 'new' is. The up side is that it gives a spread of tenure and this allowed for some limited exploration to see if tenure had any effect on construction of fit. However, sub-sample sizes were small and any results are tentative. It is my belief that future research in this area should concentrate on the very earliest stages of engagement (initial 1-2 months).

### **3.8 Contribution to Knowledge**

This study has been designed to investigate the Construction of Person - Organisation 'Fit' among newly appointed Chief Executives and the Elected Members responsible for their appointment. Person - Organisation fit, has been clearly identified as an important variable in the final stages of the appointment process by Chief Executives participating in the preliminary interviews.

Rynes and Gerhart's employability research (1990) points out that despite the popular and intuitive appeal of 'Fit', the concept of 'fit' in selection remains elusive, and that . . . "fit continues to evade precise consistent definition"(p14). They found that there appeared to be no universally accepted conceptualisation of 'fit' in a selection context.



Although there is much documented research into selection and assessment methods and approaches generally, there is very little - if any research which investigates top or chief executive officer (CEO) selection and recruitment practices (Powell and Butterfield 1994).

The researcher believes that at this very senior level, the 'fit' between an individual and the decision -maker is a critical selection criterion, albeit a covert one, which had been subject to limited research,, and it is to this end that this research hopes to make a major contribution to knowledge.

### **3.9 The Sample**

This section describes the research sample. The research sample consisted of 20 Local Authority Chief Executives and 20 Senior Elected Members from 20 Local Authorities in England and Wales. The sample was identified through the Local Government Press. Local Authorities who had appointed a new Chief Executive in the last 24 months were asked to participate. In each case the new Chief Executive was approached in writing and asked to invite the *'the most senior Elected Member responsible for their appointment'* to also take part in the research. In almost all cases the *'the most senior Elected Member responsible for their appointment'* was the Leader of the Council at the time of the Chief Executive's appointment. However as exact titles varied, the research has identified these Senior Elected Members as *Elected Members or EMs* for convenience and consistency. In the initial stages of the research letters were sent to all newly appointed Chief Executives, however as the data collection phase progressed it was necessary to approach only certain 'Types' of Authority in order to get an equal representative sample of different 'Types' of Authority (see below).

All participants were asked to identify if they were a member of an Ethnic Minority. None of the 40 participants considered themselves to be a member of an Ethnic Minority.

### 3.9.1 Sex

There were 12 females in the sample, (30%), 8 of these were Chief Executives and 4 were Senior Elected Members. The remaining 28 participants were male (i.e. 70 % of the sample are Male). Table 3.4 reflects this data.

*Table 3.4: Type of Interviewee by Sex*

Sex	Female	Female %	Male	Male %	Total	Total %
<b>Type of Interviewee</b>						
<b>Chief Executives</b>	8	20%	12	30%	20	50%
<b>Senior Elected Members</b>	4	10%	16	40%	20	50%
<b>Total</b>	12	30%	28	70%	40	100%

### 3.9.2 'Type' of Authority

There are five 'types' of Local Authority in England and Wales (*District Councils, County Councils, Unitary Authorities, Metropolitan Authorities, and London Boroughs*). Because of the small number of appointments to both London Boroughs and Metropolitan authorities during the data collection phase, it was impossible to get full representation in the latter two 'Types' of Council during the data collection phase. It was decided to collapse these latter two 'Types' of authority into one category (see Section 3.5.2 The Research Design). The research design sought to have at least 5 Authorities in each classification so the sample would be both balanced and representative of all Local Authorities, in an effort to make the research more generalisable.

*Table 3.5: ‘Type’ of Authority by Gender*

Type of Authority	CE or SEM	Female	Male	Total	%Female	%Male	Total %
District Councils	Chief Executives	3	2	5	2.5%	5%	12.5%
	Senior Elected Members	0	5	5	0%	12.5%	12.5%
County Councils	Chief Executives	1	4	5	3%	10%	12.5%
	Senior Elected Members	2	3	5	5%	7.5%	12.5%
Metropolitan Authorities & London Boroughs	Chief Executives	2	3	5	5%	7.5%	12.5%
	Senior Elected Members	0	5	5	0%	12.5%	12.5%
Unitary Authorities	Chief Executives	2	3	5	5%	7.5%	12.5%
	Senior Elected Members	2	3	5	5%	7.5%	12.5%
<b>Totals</b>		12	28	40	30%	70%	100%

### 3.9.3 Age of Participants

The data in the following table shows ‘*Age of Participant by ‘Type’ of Authority by Sex*’ for the whole sample. Overall, Chief Executives in the sample tend to be younger than their Senior Elected Member counterparts (average age of 49 compared with 52 for Elected Members), and this mirrors the national data.

Female Chief Executives tend to be, on average 6 years younger than their male Chief Executive counterparts in this research sample. Female Elected Members are slightly younger than their Male Elected Member counterparts (average age 52 for Female Elected Members and 55 for Male Elected Members).

The youngest Chief Executive in the sample was 41, the youngest Elected Member in the sample was 32. The oldest Chief Executive was 56, and the oldest Elected Member was 68.

*Table 3.6: Age by Type of Interviewee*

AGE	Chief Executives		All CEs	Senior Elected Members			All Subjects
	Female	Male		Female	Male	All EMs	
<40	0	0	0	0	2	2	2
40 - 44	4	1	5	0	2	2	7
45 - 49	2	2	4	1	1	2	6
50 - 54	2	6	8	3	0	3	11
55 - 59	0	3	3	0	3	3	6
60 - 65	0	0	0	0	6	6	6
>65	0	0	0	0	2	2	2
<b>Total</b>	8	12	20	4	16	20	40
<b>Range</b>	41-52	42-56	41-56	46-54	32-68	32-68	32-68
<b>Av Age</b>	45	51	49	52	55	54	52

### 3.9.4 Internal or External Appointment

The following Table identifies the number of Authorities taking part in the research, where the Chief Executive was appointed *Internally*, and the number of Authorities where the Chief Executive was appointed *Externally*, by ‘Type’ of Authorities. This variable was included for investigative reasons, as it is conceivable that those Chief Executives who were internally appointed, may have a better or different understanding of what was required to ‘Fit’, due to their tenure within the organisation.

*Table 3.7: Number of Internal or External Appointments*

Type of Authority	CE Internal Appointment	CE External Appointment	Total Number of Authorities
District Councils	2	3	5
County Councils	2	3	5
Metropolitan Authorities & London Boroughs	1	4	5
Unitary Authorities	3	2	5
<b>Total</b>	8	11	20
<b>Percentage of Total</b>	40%	60%	100%

### 3.9.5 Political Party of Senior Elected Member

This variable was included in order to explore whether or not Political views might effect perception of ‘fit’. It is conceivable that Labour Authorities might be looking for a particular type of ‘Fit, and that Conservative or Liberal Democrat Authorities may be looking for another. The following Table identifies the number and percentage of Authorities taking part in this research.

*Table 3.8: Political Party of Appointing Senior Elected Member (SEM)*

<b>Political party of Senior Elected Member</b>	<b>Conservative</b>	<b>Labour</b>	<b>Liberal Democrat</b>	<b>Total</b>
<b>'Type' of Council</b>				
District Councils	2	2	1	5
County Councils	1	3	1	5
Metropolitan Authorities & London Boroughs	2	3	0	5
Unitary Authorities	0	3	2	5
Total	5	11	4	20
Percentage	25%	55%	20%	100%

### 3.9.6 Tenure of Chief Executive

This table identifies the length of time the Chief Executive has been in post when the research interviews took place. The initial stages of fieldwork included Authorities where the Chief Executive had been in place for up to 2 years. The subsequent research participants are from Authorities where the Chief Executive has been in his/her positions for under 12 months.

*Table 3.9: Tenure of Chief Executive*

<b>Time Elapsed Since Chief Executive Appointment</b>	<b>No of Chief Executives</b>	<b>Cumulative %</b>
<b>&lt;6 months</b>	9	45%
<b>6-12 months</b>	7	80%
<b>13 – 18 months</b>	1	85%
<b>19 – 24 months</b>	3	100%
<b>Total number of Chief Executives</b>	20	

### **3.9.7 Size of Authority**

There are many ways to measure the ‘size’ of a Local Authority, including geographical area of the Authority’s boundaries, the population within that area, and budget. One of the simplest, however is the number of staff -Full Time Equivalent ( FTE) it employs. This variable was collected, in an effort to investigate whether size of the authority might have an impact on how Chief Executives and Senior Elected Members from different sized authorities construe ‘Fit’. It is possible, for instance that the larger authorities may have additional requirements in terms of fit, such as some specified previous experience at a corporate centre of an organisation. The Size of the Authorities ranged from 330 FTE (District Council) to 25,000 FTE (County).

*Table 3.10: Size of Authority - Staff Full Time Equivalent (FTE) Employed*

<b>Number of Staff (Full Time Equivalent)</b>	<b>Number of Authorities</b>	<b>%</b>
<b>&lt;1,000</b>	5	25%
<b>1,000 – 4,999</b>	0	0%
<b>5,000 – 9,999</b>	10	50%
<b>10,000 – 14,999</b>	2	10%
<b>15,000 – 19,999</b>	2	10%
<b>&gt; 20,000</b>	1	5%
<b>Total</b>	20	100%

A full list of respondent details can be found at Appendix C.

## 4.0 PILOT STUDY

### 4.1 Introduction

In order to develop a focus for the study, seven semi-structured exploratory interviews were undertaken with local government Chief Executives (three female and four male). The pilot interviews were undertaken in order to help to clarify the focus of the research, and direct the formulation of the research questions. It was also important to seek a broader perspective than that held by the researcher (as a recruitment psychologist). It was thought to be particularly important to obtain experiences, views and perspectives of those who had been ‘at the sharp’ end of a Chief Executive appointment process. To this end the views and perspectives of seven current Chief Executives were sought, before formulating the research questions.

The pilot interview objective was to:

*‘Explore Chief Executive’s most recent experience of the appointment process, and to identify issues of concern, and issues of importance from their perspective’.*

The seven interviewees were identified in an *opportunistic* way, some being known to the researcher, others being known to close contacts. All were serving Chief Executives, with the exception of one. This interviewee had until recently been a Chief Executive but was now working for a central government agency and had written quite extensively about the role of the Chief Executive in Local Government.

## **4.2 Interview Questions**

The interviews were conducted over a 4 week periods in November and December 2000, and used an open question format. All Interviews took between 60 and 90 minutes to conduct. All Interviews were tape recorded and transcribed.

Question 1:

Could you briefly describe your most recent appointment process?

Question 2:

What do you think could have been done to improve the rigor of the process (that is ensuring the best person is always appointed to the job)?

Question 3:

What do you think the issues of importance are surrounding the Chief Executive appointment process?

Question 4:

Where you satisfied that your most recent appointment process was fair and gave an accurate picture of your skills and abilities?

## **4.3 The Appointment Process**

Interviewees were asked to describe their most recent appointment process. Although each Chief Executive's experiences varied slightly, there was much in common, in terms of the components of the appointment process.



### Job Application

All of the interviewees, with the exception of one saw the job advertised in national or local government press and phoned for an application pack. The only exception to this was Chief Executive Four, who was approached by the recruitment consultancy managing the appointment, as he had previously been an unsuccessful candidate in another appointment they had managed. This latter case of being approached about a job and asked to apply, is still relatively atypical in local government which has traditionally valued both its 'transparency' and an 'open approach' to recruitment at all levels, including the Chief Executive position. Most local authorities still do not think it prudent to encourage 'head-hunting', unless the position is extremely 'hard-to-fill'.

### External Consultants

All 7 authorities had used consultants or external advisers to assist Elected Members with the appointment process. This varied from large, well known public sector recruitment companies to smaller bespoke ones. Three authorities used 'external advisers', or independent recruitment specialists who specialised in Psychometric testing.

### Assessment Techniques

All interviewees described processes that took place over *two days*. Most were consecutive, but in the case of one authority it was separated by some weeks (as the first day consisted of the short-listing stage).

Techniques mentioned included: Psychometrics (unclear if this was both Personality or Ability Tests) – 6 Authorities; Group Exercises or Discussions - 4 authorities; Presentations – 6 authorities; In-tray – 3 authorities; Other Written Exercise – 1 Authority; Role-Play Exercise – 1 Authority, and Interviews 7 Authorities . Two candidates described the process as an 'Assessment Centre'.

All interviewees described a final structured interview, with a ‘panel’ of Members. The number of Elected Members on this ‘panel’ varied between 4 and 12. Five interviewees stated that there was at least one female Elected member on their final interview panel (the other two situations are unknown).

Other components of the assessment process included – Meeting the current Chief Executive &/or other senior officers for discussions (2 Interviewees); Tour of the Borough (1 interviewee), Buffet/Dinner/Drinks with Elected Members (5 Interviewees). The Interviewee’s views on the value of the last relatively ‘informal’ part of the appointment process, is detailed at section 4.7 below.

#### Other Candidates

All interviewees said that they met all other short-listed candidates during the appointment process. Candidate numbers varied, as did number of female candidates. Interviewee One recalled 6 candidates (one of which was female); Interviewee Two recalled 4 candidates (she was the only female candidate); Interviewee Three recalled 6 candidates (she was the only female candidate); Interviewee Four recalled 6 candidates (number of female candidates unknown); Interviewee Five recalled 6 candidates that were reduced to 4 by the second day (number of female candidates unknown); Interviewee Six recalled 4 candidates (two candidates were female); and finally Interviewee Seven recalled 2 candidates at final appointment process (both men).

The above summary suggests a rather comprehensive approach to the appointment process based largely on Assessment Centre techniques. This is perhaps unsurprising given the level and nature of the job. The picture painted by the above summary, reflects the researcher’s own experiences of working in this field in local government over the last 8 years, as a Recruitment Psychologist.

#### **4.4 Improving Rigour**

Interviewees were asked about what could be done to improve the rigor of the process. The responses suggest two distinct approaches. The first focused on more or better assessment exercises (e.g. Psychometric tests, presentations, group discussion etc) the second focused on allowing more time and access to Elected Members.

*“I now feel at a bit of a loss to be sure in my own mind whether a rigorous all singing all dancing process adds value. That is not just me having got the job. I am not sure now. In a sense I may have lost touch with what might be included, but when I was appointed (to my previous post) 5 years ago I did a verbal and numerical reasoning test and a psychometric test”*  
– (Interviewee 1 - Male)

*“Well I actually thought that giving us a topic and then expecting without any forewarning what that was likely to be, and then having to marshal your thoughts and then to give a presentation on it very quickly the next day – I thought that that was quite a good test really”* – (Interviewee 2 - Female)

*“I may not be answering the question in quite the way you said, but I think it is about a new order, a shared understanding of what skills and abilities a chief executive needs to display and then a more systematic approach to testing. That would be really helpful”* - (Interviewee 3 -Female)

The issue of ‘fairness’ was associated with ‘rigor’ by the following Interviewee

*“It has got to be rigorous in the sense that it has got to be fair doesn’t it ? It must be fair – you don’t want people walking into jobs, and not feeling that they were the best person do you? You want a degree of rigor from*

*the members point of view to say that well actually they have all gone through the same thing, we can actually make justified comparisons rather than . . . .it should be fair” – (Interviewee 4 - Male)*

More than one Chief Executive felt that more access to members would add ‘rigor’ to, or improve the appointment process.

*“I don’t know if I could have put myself through much more than I did with the stages that there were on that test, maybe a bit more informal discussions with the members....Now you may say that does not contribute to the rigor but I think it does because that is a 2-way process and maybe the members could have reflected seeing me in a less formal situations because they never ever did that....So I think maybe some sort of informal process which would have helped the members get a better view of me. . . .Interesting I think there is a dimension here about you know, nowhere in the application form was there any thing about male, female, children, married or those aspects. But these are important to some people, and important to some employers for whatever reason, not just in terms of fit.”  
- (Interviewee 5 - Male)*

*“ Well I think they wasted times on tests which weren’t important, and I would say that wouldn’t I because I am not very good at numeracy tests, but I cannot see the point of numeracy tests for a Chief Executive. So they had us there for a lot of time, and they didn’t necessarily do those tests, and I guess the verbal reasoning tests I am less fussed about because I am good at those..... They had us there for a day and during that time they could have had a group exercise. . . . . and I think we could have seen more of the members. The members held themselves in a very formal process, and I think there are disadvantages of it being too informal, but at the end of the day a Chief Executive is a pretty big decision to make. And I think it is really hard for the members to make the decision on just 2*

*very formal procedures. They would almost never see their chief executives in that role.... So seeing their chief executive in a problem solving event, maybe even seeing their chief executive actually discussing with them the way forward with something I would have thought would have been more rigorous process really.” – (Interviewee 6 - Female)*

*“Where I thought [the authority was] fine, was that I felt the process, although perhaps a little bit rigid, in the sense that, you know obviously in order to be seen to be fair to all candidates they were asking the same questions of everybody and it was very structured and all the rest of it. The one down side to that, and it does inhibit them a little bit, I understand why they did it, but it does inhibit them a little bit, although there was a degree of follow-up questioning and probing. But I did feel that the process gave me the opportunity to almost put over the personality that I am, the type of person that I am and I think that that is extremely important, in terms of giving the Authority the opportunity to be clear about the type of animal they were taking on here. There are other ways of doing that and what they didn’t do here is, which a lot of authorities do is to have some form of informal trial by sherry type thing.” - (Interviewee 7 - Male)*

Chief Executive Interviewees all felt, to some degree it was important to get across ‘who you were’, this being slightly different to what your skills were. The need for more access to Elected Members during the appointment process was a consistent theme throughout the interviews, and fits with Herriot’s (1995) social process model of selection. It also acknowledges the legitimacy of Cooper et al’s (2002) work which identifies the importance of the subjective analysis of fit in selection procedures by both the candidate and the organisational representatives.

## 4.5 Importance of 'Fit'

Chief Executive Interviewees clearly identified the issue of 'fit' as an important issue in the Chief Executive appointment process. Interviewees felt this issue greatly affected the outcome of the recruitment and selection process, and many felt it had overshadowed the objective information collected in the 'formal' assessment exercises. The view was that 'fit' was at least as important if not more important, than all of the rest of the process including the objective information KSAs (knowledge, skills and abilities), in the decision of who was to be appointed to the Chief Executive's job. All interviewees implied that they were appointed to the job, because they had been seen to 'fit' with the organisation, and by implication felt they also 'fitted'.

The following quotes from each interviewee illustrate their concern with 'fit':

*"(My authority) . . . probably appointed me on the basis of - 'seems like he has a good track record', ' - has done all the right things' and ' - we think he will fit around here'. (Interviewee 1- Male)*

*"I think fit is the most important thing. I think the other thing is the extent of understanding the potential life of that fit." - "For me . . . (being able to do the job is secondary to fit) . . . because it is about trust and confidence and shared vision and values . . ." (Interviewee 2 - Female)*

*"Yes, that is the indefinable intangible stuff. It is about fit, but I don't know how you can endorse that there needs to be a fit so that things work, and at the same time challenging and making the process open to people who are like us, and that is the absolute dilemma . . . I don't know how you tease that out so that it doesn't become about sexism or racism and*

*discrimination. (Fit) . . . is about how the members view you and feel about you” (Interviewee 3 - Female)*

At least one interviewee identified that ‘fit’ is a two-way concept, and another points out that ‘fit’ is not about technical ability. . . .

*“I suppose this notion of fit . . . . is quite an interesting one because there are certain authorities where I could say yes, I could be happy working there, and they would be happy with me, and others where I would just say no . . .” (Interviewee 4 - Male)*

*“I think . . . (the issues of importance surrounding the Chief Executive Recruitment process). . .is the whole aspect of ‘fit’. . . and I think that became the issue, - who did members think they could work with, not in terms of technical ability, because the process had taken you through that.” (Interviewee 5 - Male)*

In describing why she didn’t get a Chief Executive job, one candidate said.

*“It is about fit . . . they wanted a dynamic chief executive, . . . they wanted a leader, they wanted someone who was renown in the field . . . .I was trying to portray that that I met their person specification, and in fact did have a national reputation. No they didn’t . . (appoint me), . . . they appointed an executive director from XXXXXX, who is intellectually clever, not very outgoing. And that was about fit.” (Interviewee 6 - Female)*

Another Chief Executive clearly articulates the dual nature of fit, identifying the importance of both P-J and P-O fit in the selection decision (Rynes and Gerhart, 1990).

*“ . . . for a local authority Chief Executive (selection process) there are almost two issues you are testing. One is the ability to do the job, although thankfully when you get through to the final shortlist that really shouldn't be an issue, so for me it really hinges around the second issue, which I think is more substantive, which is around 'fit'. . . . Fit for me is a two-way issue . . . . I would not move to an authority however flattered I was to be offered the job is I did not feel it was the right move for me. . . . I suppose the real reason it is so difficult is because I keep coming back to the same issue I am afraid, the real task is about getting a feel for whether the person you are looking to appoint is going to be the type of person who fits with the organisation. . . . (What is this thing called fit?) - yes, can I get on with this person? Have they got a sense of humour, can they bring things to light.”(Interviewee 7)*

#### **4.6 Fair and Accurate Process**

The final interview questions explored the interviewee's perspective as to whether they felt their most recent appointment process was 'fair' and gave an accurate picture of their skills and abilities. Most interviewees answered 'yes' to this question with the exception of two - Interviewee 3 (Female), and Interviewee 6 (Female), and the tone of the responses from the other female Interviewee (2), was not as emphatic as the male interviewees.

Were you satisfied that the process was fair and gave an accurate picture of your skills and abilities?



*“Yes it did, although I am not sure that whether having got to this level of job, I wouldn’t pretend to be in anyway expert, but I just wonder if the process is about checking out skills, - abilities. We almost assume that its there somewhere along the line, rightly or wrongly and there might be some flaws because otherwise people get, moved up the hierarchy by default to get moved out of a bad job. I can see that happening in some places, but I actually think it is potentially more about . . . .(having checked out previous track record), does this person fit with us”*  
(Interviewee 1 - Male)

*“I think they had a reasonably accurate picture of me – I felt tested, I felt that they had explored various dimensions of what I could offer. And I think that I felt that I was able to demonstrate that I had what was needed to set up a new authority. And did I have an accurate picture of them? – rather than the authority – as I don’t think you ever have an accurate picture of the authority,- No! .But I don’ t think that having an accurate picture of the members really gives you a picture of the authority because very often the members want some sort of change, so to some extent the authority picture would be inaccurate. . . . . The other members – yes I did feel that I could work with them; I felt that I had a good view about what I felt they would be like. I didn’t have any surprises when I actually joined. I thought that my assessment of them etc was pretty much spot on – I didn’t feel that I had been sold a pup. . . . I didn’t feel as if I had any worse chance than any other candidate, and I think back in 1996, there were women Chief Executives - what you don’t know is whether they are the sort of authority that says – ‘ lets go and do it’ or whether they. . . . – I just think they were looking for the right candidate, I think the fact that I*

*was a women candidate was, you know – the fact that there were 2 women members on the panel was a bit of an added bonus, but they weren't looking for a women just for the sake of it – and it [the appointment decision] was unanimous” (Interviewee 2 - Female)*

*“No I don't think it did in fairness, the one to one interview with [the recruitment consultant] was strange and I came out of it with no sense of how I had got on. There were hints about what they wanted, but there had been something slightly wrong here, which was around how the previous Chief Executive had left. And then we came on the day and there was each of the numerical and verbal reasoning tests, and an in-tray exercise that was based within the private sector. So everything was unfamiliar, and this may have been part of a very clever trick – I just don't know, it might just have been that the people just couldn't be bothered to do something specific. Then the exercise for the group exercise was modeled on a – it was creating a business plan for a travel agency! So again it was entirely private sector oriented.” – (Interviewee 3 – Female)*

*“I suppose it is like your own performance isn't it. You go through these things and you come out after 20 minutes, or a presentation and you think oh God, why didn't I say that. You always think that, so in your own performance there must be some way where you could improve, and I suppose the people who look at it from the other side of the fence look at it and say well maybe that wasn't the best with that group of people. . . . You never know do you, until you have gone through the business. And then you can say how well did it work and if it didn't work how could you have done differently? But that doesn't mean do say that if you do it*

*differently it will be right the next time. It is an art rather than a science”*  
– (Interviewee 4 - Male)

*“Yes, I think it did, because I think my strengths and weaknesses certainly came through.”* - (Interviewee 5 - Male)

*“I guess I am saying no really. I guess they saw some of my skills and abilities, I think they could see I am very strong and have loads of experience and have loads of ideas, but they didn’t actually see the other side of my personality. . . I think it is still easier for members to take against women particularly powerful women, and I have no evidence but I am sure that was a contributing factor in this case. I think that in the final selection panel there was one woman who didn’t like me. All of the rest of the panel were nodding and smiling, and then I suddenly noticed that one of the women put her head down and I think that that did fit in with what XXX had told me, which was that one of the members of the panel had taken against me, and then all the rest of the panel were almost relieved because they were a bit frightened incase this women voiced. . . ., and I think because I have seen it from the other side I think you have been there and on the one or two occasions when I have seen that happen, I can imagine that because I was a woman it was much easier to stereotype me as being strong, strident, a word that I have heard people use which are seen as positive when they are men but when they are women they are not. But, I don’t have the remotest scrap evidence.”* – (Interviewee 6 - Female)

*“Yeah –For example when they were asking some specific questions they did give me the latitude to give , almost the technical answer to it, but also then to demonstrate drawing on my experience, - how I had tackled things in the past, so for example they were interested in things like my management style. So I remember one question that the Leader asked me in trying to probe my management style, something like, ‘What would you like to overhear people saying about you in the corridor?’, and as I say it was clearly wanting to give me the opportunity to open up a bit and I think that is entirely right.”- (Interviewee 7 - Male)*

#### **4.7 Informal Member Processes**

In section 4.2, it was identified that 5 of the 7 interviewee’s appointment processes had involved some sort of ‘informal’ Elected Member process such as lunch, buffet or drinks. It is often not clear whether these ‘informal’ Elected Member events are part of the assessment process, and they are often discouraged because they introduce the possibility of bias into the selection process. However it is clear from the following excerpts that Chief Executive applicants mostly value this access to members, as it helps them both to manage their own ‘impression’ and with their own assessments of ‘Fit’. This informal Elected Member process would be encouraged by Cooper, Thomas and Anderson, (2002) who acknowledge the beneficial role subjective assessments play in such a selection context. Six of the Interviewees in this pilot study valued this opportunity to ‘meet’ members, and only one (Interviewee 7), expressed negative views.

*“There was a buffet lunch which all Councillors had been invited. . . it was an opportunity for us which worked well, and it was like how do you*

*draw in all the councillors and make sure they are not excluded from their point of view. – (Interviewee 1- Male)*

*“At about 6 o’clock we were invited to meet members in a kind of buffet/drinks style event. The four of us were asked to stand around the room and the members would come to us. I found out afterwards that they had agreed that they would ask about different things. That lasted for an hour – an hour and a half. Then we went and the members obviously feed their views back. That was it for that day. . . . I have certainly had a number of chief executive interviews where I have felt at the end of them, they knew nothing about me at all . . . . [Why was that?] - very little interaction with members I would say at an early stage. That would be one. Another would be a recruitment consultant that had a clear view about what the members wanted. The main things would be around access to the members in the sense that, - of them being able to know you better. I can think of when I went to another interview the first event that we had was one of those rotating dinners. Actually that is quite common as the first thing, one of those rotating dinners where either you move or they do, I think on the whole – I have been to one that has been really disastrous, but I think on the whole they work reasonably well, and it gives the members an opportunity to talk to you, and I mean . . . I wouldn’t say they were the only thing but I think they are important.” - (Interviewee 2-Female)*

*“ It seems to be more about whether you can demonstrate an empathy and understanding of what the members are trying to achieve, and sometimes the more contact you have with members the easier that becomes. You were involved in [X Authority] and there was a dinner with the leading members and I think that did help them to identify the likely order that*

*they would view people. And similarly here, the buffet did allow the members to get a closer view.” - (Interviewee 3 – Female)*

*“Dinner on the middle evening – it was buffet, but [the recruitment consultant] made it perfectly clear that it was in our interest that we knew all of the members and they knew us. The rules were described” – (Interview 4 – Female)*

*“No there wasn’t, there was no formal social event. . . . [but in the final interview] there were a few set questions that the chair asked and then it was open season on the part of the rest of the members to ask questions. So I was still answering questions at half past nine at night as part of that process . . . . I have just realized I did miss something. On the Thursday afternoon after we had prepared the presentation, at 4 o’clock, we had an hour with the acting general manager and directors in this room. But that was the two candidates with the 4 of them. And it was that hour, that gave us the opportunity to get a bit of information from these 4 senior officers. There hadn’t really been an opportunity to discuss anything with members other than the interview in the afternoon, when they asked if you had any questions and you are not going to do that at that time.” - (Interviewee 5 – Male)*

*“The first process was a day testing and then they had something that did allow the members to see in that each of the candidates were put around a small sub panel [Not a meal ?] no, you went and saw groups of individuals, and you had an interview with I think the leader of the Opposition, and various people and actually I thought that worked quite well because they got to know you.” - (Interviewee 6 – Female)*

Interviewee 7, was less keen on the informal process as he recognised the potential for ‘quick’ (and possibly inaccurate) judgments, but he still recognised it’s value in the assessment of ‘Fit’ . . . .

*“What they didn’t do here is, which a lot of authorities do is to have some form of informal trial by sherry type thing . . . . I think you have to understand why it is usually done, and why it is usually done is because there are pressures for an inordinate number of people to be involved in the selection process and it is a way of fobbing them off – you know, we will come along to the informal event. And there is so much that can be gleaned from that process, I mean how you perform in that sort of all-be-it artificial process, is in itself quite useful information. Obviously where it is vulnerable is people forming very quick judgments on the basis of a short chat, but then again given what I am saying that one of the most important issues is around fit, if you don’t . . . well!”* (Interviewee 7 – Male)

#### **4.8 Summary**

The pilot interviews show that many process elements are common to all appointment processes. All interviewees said that their appointment processes consisted of some form of *multiple assessment process* involving a number of assessment exercises or tests, all candidates had met all other *candidates*, all processes lasted a *minimum of 2 days*, included at *least one interview*, and had involved an *external consultant* or an external adviser.

However, the finding of most significance from these preliminary interviews, was the unanimous view, that **“fit”** had greatly affected the outcome of the Chief Executive’s

recruitment and selection process. Many interviewees felt that it had even overshadowed the objective information collected in the ‘formal’ assessment exercises focusing on skills and knowledge. All interviewees implied that they were successful because they had been seen to ‘fit’ with the organisation at the time they were appointed. The following quote from Interviewee 5, best illustrates this point:

*“I think the issue (of importance surrounding the Chief Executive Recruitment process) . . . is the whole aspect of ‘fit’. . . . and, I think that became the issue, - who did members think they could work with, not in terms of technical ability, because the process had taken you through that.”* (Interviewee 5 - Male)

The results of these 7 pilot Interviews, both informed the basis of the research design and aided the formulation of the research questions. This pilot identified the issue of ‘fit’ between the person and organization as *one of primary importance in the recruitment of chief executives in Local Government.*

These qualitative interviews highlighted that these Chief Executives viewed the ‘fit’ between an individual and the Elected Members of the Authority as a critical in selection criterion, albeit a rather covert one, in the appointment decision. They helped to focus the research , which sets out to explore and understand the construction of ‘fit’ held by both Elected Members (Decision Maker) and Chief Executives (Incumbent/Applicant).



## **5.0 PRINCIPAL COMPONENT ANALYSIS (PCA)**

### **5.1 Introduction**

A Principal Component Analysis (PCA) is a tool that enables the representation of each respondent's map of 'Fit' graphically. The PCA calculates the relationships between elements, between constructs, and elements and constructs for each respondent. The software used in this research was Otto Walter's GridLab (1999). The output from GridLab is in two parts (i) *descriptive statistics* and (ii) *an analysis of the component space* (See Methodology Section for more detailed explanation).

A Principal Component Analysis was carried out on each of the 40 respondent's Repertory Grid Interviews. This resulted in 40 individual sets of Principal Component Analyses being generated, including PCA Plot and associated descriptive statistics.

The following analysis is presented in two sections. The first section concentrates on the PCA of the 'Individual Repertory Grids' or Respondents. The 'Repertory Grid', associated analysis of component space and descriptive statistics from an individual Respondent will be discussed in detail to illustrate the level of analysis undertaken across the whole sample. The second section focuses on the analysis across individual grids, and identifies emerging themes.

### **5.2 Number of Constructs**

Personal Construct Theory suggests that individuals generating more constructs may be cognitively more complex than those generating less constructs. However, exactly how many constructs are 'normal', is somewhat contradictory in the literature. There is much

argument about how to measure cognitive complexity. Some suggest that the number of [different] constructs generated gives a relatively simple indication of cognitive complexity (Pope and Keen, 1981.) Others (Smith 1986b) suggest that the total variance accounted for by the first two trends in Principal Component Analysis, gives a measure of cognitive complexity, and is in line with Bieri’s (1955) view. Bieri (1955) defined cognitive complexity as

“ . . . the capacity to construe social behaviour in a multidimensional way. A more cognitively complex person has available a more differentiated system of dimensions for perceiving others’ behaviour than does a less cognitively complex individual” (p.185)

There is also argument (Fransella & Bannister 1977) about what cognitive complexity is, and what the different measures actually measure. There are two recognisable aspects – measures that describe something about how closely knit the constructs are, and measures that describe something about how they are integrated. In this research the measure of cognitive complexity focuses on the former – how closely knit the constructs are. That is, the more loosely knit the constructs (the lower the correlations) the more complex or differentiated the person’s construct system. Although exactly how to measure cognitive complexity is unresolved, it is important to note that cognitive complexity is not about intelligence.

**Table 5.0: Average Number of Constructs Generated – By ‘Type’ of Authority and Sex**

Average Number of Constructs Generated		Chief Executives	Senior Elected Members	ALL	RANGE
Type of Authority	District Councils	15.8	14.6	15.2	11 - 19
	County Councils	15.6	15.6	15.6	11 - 19
	Metropolitan Authorities & London Boroughs	13.0	13.2	13.1	9 - 17
	Unitary Authorities	16.6	15.4	16.0	12 - 21
	All Authorities	15.3	14.7	15.0	9 - 21
Sex	Female	14.8	16.3	15.2	9 - 18
	Male	15.7	14.3	15.0	11 - 21

For the total research sample, the 40 respondents generated a total of 599 constructs. The 20 senior Elected Members in the sample generated a total of 294 constructs. The 20 Chief Executives in the sample generated a total of 305 constructs. The average number of Constructs generated by Chief Executives was 15.3 . This was slightly higher than the average of 14.7 constructs generated by Elected Members.

Female respondents generated an average of 15.2 constructs, slightly higher than the Male respondents who generated an average of 15.0 constructs. The average number of 'constructs' elicited from the total sample of 40 Respondents was 15.0. This is in line with Mike's Smith's (1986a) view that most grids contain less than 16 constructs. Across the whole sample the range was 9- 21 constructs.

### **5.3 Elements**

Respondents taking part in the research were asked to identify 'real people' who met the role descriptions of the nine elements. Not all Respondents were able to find someone who met all 9 role descriptions. Twenty four of the forty respondents were able to identify someone for all nine elements. Fourteen respondents, however, could not identify someone who met the role descriptions of Element G – 'Unsuccessful Applicant – Good Fit' and 4 respondents could not identify someone who met the role descriptions of Element H – 'Unsuccessful Applicant – Poor Fit'. One Respondent could not identify someone who met the role descriptions of C – 'Female CE/Senior Officer – Good Fit' , suggesting that these role descriptions were not in their 'range of convenience' (see methodology section). In the case of these respondents, the Repertory Grids were constructed with less than nine elements.

**Table 5.1: Elements – Short Form**

<b>ELEMENTS</b>
A Current Chief Executive
B Immediate Past Chief Executive
C Female CE/Snr Officer – Good Fit
D Male CE/Snr Officer – Good Fit
E Female CE/Snr Officer – Poor Fit
F Male CE/Snr Officer – Poor Fit
G Unsuccessful Applicant – Good Fit
H Unsuccessful Applicant – Poor Fit
I Ideal Chief Executive – 'Perfect' Fit

## **5.4 PCA for Individual Subjects**

Principal Component Analysis was undertaken for all 40 individual respondents using GridLab. This analysis describes the construct systems of the 40 respondents by generating two 'Principal Components' for each individual, and mapping both constructs and elements against these Principle Components, thus building up a picture of how each individual respondent construes 'Fit'.

For illustrative purposes, one individual Respondent's Repertory Grid - **1DCEF** (Authority 1, District Council, Chief Executive, Female) and the associated Principle Component Analysis is presented in Table 5.2 overleaf.

### **5.4.1 Descriptive Statistics**

The descriptive statistics provide an analysis of how the individual respondent has rated the constructs and the elements in his or her Grid. These descriptive statistics help to identify which constructs and which elements are of most importance to the respondent. Whilst both the mean and variance scores are provided in the following tables, it is the variance scores which are generally regarded as the prime indicator of salience, i.e. having the most meaning regarding constructs, and being the most distinctive regarding elements (Smith 1986b). This is because if a construct is important to a person, they use it to make discriminations among the elements – these discriminations show up as high

variation. Thus constructs with a high percentage variation are important and salient to the respondent. Elements with high percentage variation are those which the respondent has strong views about, and are hence said to be more distinctive to the respondent in some way (note distinctiveness is not to be confused with goodness, - elements can be distinctively bad!).

**Table 5.2: Example of Completed Repertory Grid for Respondent IDCEF**

Subject Number: 1DCEF		Date: 30.09.02											Chief Executive	Page No:01		
	Preferred Pole	A	B	C	D	E	F	G	H	I	Contrast Pole					
	<i>gender</i>	<i>f</i>	<i>m</i>	<i>f</i>	<i>m</i>	<i>f</i>	<i>m</i>	<i>f</i>	<i>m</i>	<i>f</i>	<i>m</i>					
ABE	More interested in delivery and action on the ground	6	7	6	6	2	2	5	2	6	6	More interested in process, less interested in impact and making a difference				
ADH	Able to use language and terminology which are acceptable to elected members	6	7	6	6	2	2	5	2	6	6	Too academic, unable to vary communications				
	Finds ways to be on same wavelength	6	6	6	6	4	4	6	2	6	6	Has difficulty making a real connection from professional to politician				
BCF	Better at translating aspirations into actions	6	5	6	6	4	3	5	2	6	6	Has difficulty in finding a way of translating political aspirations into changes				
BIE	Male(L) Would find it easier to fit into prevailing political culture											Less able (on grounds of gender) to fit				
	Have to work less hard at being accepted	4	7	4	7	3	6	4	5	7	7	(because of her gender) would have to work harder to engage and get confidence of members				
IED	Better developed sense of humour (L) Is better engaged and makes connections with people	6	4	6	6	3	3	6	2	6	6	Can be seen as overly serious				
DHB	Is able to cut across disagreements, broker decisions and drive things forward	5	5	6	6	3	2	5	2	6	6	Is introverted and quiet, a back seat person				
ABC	Is more collaborative in style, a better team worker	6	4	6	6	4	4	6	2	6	6	More of a lone player				
DEF	Is more decisive	5	7	4	5	3	2	5	2	7	7	Is more academic in style				
GHI	Team works to lead change	7	6	7	7	4	2	6	2	7	7	A loner, poor change manager				
ADG	Is experienced at handling conflict and finding a way through	6	5	6	6	3	1	6	1	6	6	Is a little less experienced and skilled at conflict resolution				
BEH	Better at synthesizing learning from the outside	7	7	7	7	3	3	5	2	7	7	Less interested in how they might apply learning from outside				
CFI	Very interested in transformational leadership and step change and	7	4	7	7	7	1	6	1	7	7	More interested in the status-quo and not upsetting the apple-cart.				
AEI	(Concerned with ) improving staff moral	6	4	7	4	2	7	6	4	6	6	Less worried about destructive effects of poorly managed change				

(1) Means and Variations about Construct Means

The following Table shows the 15 constructs generated by Respondent 1DCEF, along with the mean score for each construct, the variation of that score about the mean, and the variation about the mean as a percentage. The rating scale used was 1 (Scores extremely poorly on this construct) to 7 (Scores extremely highly on this construct).

**Table 5.3: Mean Scores and Variations about Construct Means – 1DCEF**

	<b>CONSTRUCT Preferred Pole</b>	<b>Mean Score</b>	<b>Variation About Mean</b>	<b>Variation As %</b>
1	More interested in delivery and action on the ground	<b>4.67</b>	<b>34.00</b>	<b>8.14</b>
2	Able to use language and terminology which are acceptable to elected members	<b>4.67</b>	<b>34.00</b>	<b>8.14</b>
3	Finds ways to be on same wavelength	<b>5.11</b>	<b>16.89</b>	<b>4.04</b>
4	Better at translating aspirations into actions	<b>4.78</b>	<b>17.56</b>	<b>4.20</b>
5	Would find it easier to fit into prevailing political culture	<b>5.22</b>	<b>19.56</b>	<b>4.68</b>
6	Have to work less hard at being accepted	<b>5.22</b>	<b>19.56</b>	<b>4.68</b>
7	Is better engaged and makes connections with people	<b>4.67</b>	<b>22.00</b>	<b>5.27</b>
8	Is able to cut across disagreements, broker decisions and drive things forward	<b>4.44</b>	<b>22.22</b>	<b>5.32</b>
9	Is more collaborative in style, a better team worker	<b>4.89</b>	<b>16.89</b>	<b>4.04</b>
10	Is more decisive	<b>4.44</b>	<b>28.22</b>	<b>6.76</b>
11	Team works to lead change	<b>5.33</b>	<b>36.00</b>	<b>8.62</b>
12	Is experienced at handling conflict and finding a way through	<b>4.44</b>	<b>38.22</b>	<b>9.15</b>
13	Better at synthesizing learning from the outside	<b>5.33</b>	<b>36.00</b>	<b>8.62</b>
14	Very interested in transformational leadership and step change	<b>5.22</b>	<b>53.56</b>	<b>12.83</b>
15	(Concerned with ) improving staff moral	<b>5.11</b>	<b>22.89</b>	<b>5.48</b>

If a construct is important to a person they are likely to use it to make discriminations among the elements (Smith 1986a), and these discriminations are shown as high variation. Thus constructs with a high percentage variation are those constructs of most important to the Respondent. The four constructs with the highest variations for Respondent 1DCEF, are highlighted in the above table.

The most important constructs to this respondent (in decreasing order of importance) are - Construct 14 ‘Very interested in transformational leadership and step change’ - (Variation as a percentage - 12.83%), Construct 12 ‘Is experienced at handling conflict and finding a way through’ - (9.15%), Constructs 11 ‘Team works to lead change’ - (8.62%) and Construct 13 ‘Better at synthesizing learning from the outside’ - (8.62%).

## (2) Variation about Elements

Descriptive statistics are also available for elements, from the GridLab package. The ‘Total’ score is the sum of normalised grades for the element concerned. Normalisation is a scaling procedure to ensure that all constructs are graded on the same basis, and the average score is zero. From this column it can be seen that Elements D ( Male CE/Snr Officer – Good Fit) and Element I (Ideal Person - Perfect Fit) received scores substantially above the average (18.44 and 22.44 respectively). Element E ( Female CE/Snr Officer – Poor Fit), Element F (Male CE/Snr Officer – Poor Fit) and Element H (Unsuccessful Applicant – Poor Fit) received scores substantially below the average ( -23.56, -25.56, and -37.56 respectively). These latter three elements are all ‘poor fit’ elements.

**Table 5.4: Variation per Element –Respondent 1DCEF**

Element	Total	Sum of Squares	As a %
A Current Chief Executive	13.44	24.38	5.84
B Immediate Past Chief Executive	11.44	32.38	7.76
C Female CE/Snr Officer – Good Fit	14.44	29.16	6.98
D Male CE/Snr Officer – Good Fit	18.44	30.27	7.25
E Female CE/Snr Officer – Poor Fit	-23.56	55.83	13.37
F Male CE/Snr Officer – Poor Fit	-25.56	85.16	20.40
G Unsuccessful Applicant – Good Fit	6.44	12.05	2.89
H Unsuccessful Applicant – Poor Fit	-37.56	112.27	26.89
I Ideal Chief Executive – ‘Perfect’ Fit	22.44	36.05	8.63

The column of ‘Sum of Squares’ is more conveniently displayed in the ‘As a Percent’ column. The higher percentages show the most distinctive elements to this Respondent, that is, those for whom she has quite clear and pronounced views. This Respondent has the most pronounced views about Element E (Female CE – Poor Fit) – 13.35%, Element F (Male CE – Poor Fit) – 20.40%, and Element H (Unsuccessful Applicant – Poor Fit) – 26.89%.



### (3) Correlation Tables

The GridLab descriptive statistics also provide correlation tables between Elements, between Constructs, and between Elements and Constructs. These describe the relationships between these variables. The Table below shows the correlation between Elements for Interviewee 1DCEF. The lower the correlation, the closer (in distance terms) are the two Elements.

*Table 5.5: Distances between Elements 1DCEF (f=female, m=male)*

Elements	A(f)	B(m)	C(f)	D (m)	E (f)	F (m)	G (f)	H (m)	I
A (f)	0.00	0.68	0.17	0.47	1.04	1.34	0.29	1.49	0.47
B (m)	0.68	0.00	0.75	0.51	1.18	1.24	0.70	1.35	0.51
C (f)	0.17	0.75	0.00	0.52	1.09	1.34	0.34	1.51	0.52
D(m)	0.47	0.51	0.52	0.00	1.14	1.37	0.55	1.52	0.28
E (f)	1.04	1.18	1.09	1.14	0.00	0.93	0.88	0.83	1.24
F (m)	1.34	1.24	1.34	1.37	0.93	0.00	1.14	0.46	1.40
G (f)	0.29	0.70	0.34	0.55	0.88	1.14	0.00	1.29	0.55
H (m)	1.49	1.35	1.51	1.52	0.83	0.46	1.29	0.00	1.58
I	0.47	0.51	0.52	0.28	1.24	1.40	0.55	1.58	0.00

This table shows that for the respondent 1DCEF, Element A (Current CE) is most closely related to Element C (Female CE – Good Fit). Similarly Element D (Male CE – Good Fit) is most closely related to Element I – (Ideal – Perfect Fit). GridLab displays these figures as distances between the elements, so for example here, A is close to C, and D is close to I. These results can be seen in the Cognitive Map for respondent 1DCEF which follows at 5.4.2.4.

#### **5.4.2 Analysis of Component Space**

The analysis of Component Space, tries to locate recurrent trends in the respondent's ratings by using the statistical technique of Principal Component Analysis. The PCA looks for these recurrent trends and then identifies what percentage of information within the grid is accounted for by each component.

### (1) Component Space

The Table below shows the first trend for respondent 1DCEF accounts for 74.03% of the information in her grid, while the second trend accounts for 14.31%. This analysis of component space, gives some indication of **cognitive complexity**. In general respondents with low cognitive complexity will have few significant trends. “As very rough rule of thumb, three or more significant trends or *less than* 60% of the variance accounted for by the first two trends can be thought of as cognitively complex” (Smith 1986a). This guideline suggests that when respondent 1DCEF is considering why someone ‘fits’ the Chief Executive role in her authority, her thinking is relatively simple minded (Trend One – 73.03% and Trend Two -14.31% accounting for a total of 88.34%) i.e. her cognitive complexity is low.

***Table 5.6: Analysis of Component Space – Respondent 1DCEF***

<b>Component</b>	<b>Root</b>	<b>As %</b>	<b>Sum</b>
<b>1</b>	<b>309.11</b>	<b>74.03</b>	<b>74.03</b>
<b>2</b>	<b>59.74</b>	<b>14.31</b>	<b>88.34</b>
<b>3</b>	<b>28.52</b>	<b>6.83</b>	<b>95.16</b>
<b>4</b>	<b>11.01</b>	<b>2.64</b>	<b>97.80</b>
<b>5</b>	<b>4.44</b>	<b>1.06</b>	<b>98.87</b>
<b>6</b>	<b>2.46</b>	<b>0.59</b>	<b>99.45</b>
<b>7</b>	<b>1.76</b>	<b>0.42</b>	<b>99.88</b>
<b>8</b>	<b>0.52</b>	<b>0.12</b>	<b>100.00</b>

Once the number of recurrent trends has been established, the next step is to deduce the nature of these trends. The following two tables show how both elements and constructs ‘load’ onto each component. Loading is an index of how much of the trend is contained in the element or construct.

### (2) Component Elements Load

This table shows that for this respondent 1DCEF, the highest loadings for Component 1 (x-axis), are Element H (Unsuccessful Applicant – Poor Fit -10.44) and Element F (Male CE – Poor Fit -8.46). Both of these element loadings are negative, and this indicates that both of these elements can be found near the negative pole of the Component Axis (*see*

plot for IDCEF at Figure 5.1). For Component 2 (y-axis), the highest loadings are Element E (Female CE - Poor Fit, 4.70) and Element B (Immediate Past CE, -4.12 ).

**Table 5.7: Components - Element Load –Respondent IDCEF**

<b>COMPONENT ELEMENT</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>6</b>	<b>7</b>	<b>8</b>
A Current Chief Executive	<b>4.33</b>	<b>1.81</b>	<b>-1.01</b>	<b>0.91</b>	<b>-0.15</b>	<b>-0.41</b>	<b>-0.01</b>	<b>0.55</b>
B Immediate Past Chief Executive	<b>2.83</b>	<b>-4.12</b>	<b>2.03</b>	<b>1.73</b>	<b>0.23</b>	<b>-0.41</b>	<b>0.27</b>	<b>-0.15</b>
C Female CE/Snr Officer – Good Fit	<b>4.41</b>	<b>1.92</b>	<b>-2.10</b>	<b>0.65</b>	<b>-0.96</b>	<b>-0.12</b>	<b>-0.34</b>	<b>-0.39</b>
D Male CE/Snr Officer – Good Fit	<b>4.78</b>	<b>-1.11</b>	<b>1.41</b>	<b>-1.62</b>	<b>-1.06</b>	<b>0.45</b>	<b>0.49</b>	<b>0.07</b>
E Female CE/Snr Officer – Poor Fit	<b>-5.02</b>	<b>4.70</b>	<b>2.82</b>	<b>-0.47</b>	<b>0.25</b>	<b>-0.49</b>	<b>0.04</b>	<b>-0.11</b>
F Male CE/Snr Officer – Poor Fit	<b>-8.46</b>	<b>-2.21</b>	<b>-2.66</b>	<b>-1.06</b>	<b>0.14</b>	<b>-0.60</b>	<b>0.36</b>	<b>-0.02</b>
G Unsuccessful Applicant – Good Fit	<b>2.14</b>	<b>1.83</b>	<b>-1.28</b>	<b>0.42</b>	<b>1.13</b>	<b>0.85</b>	<b>0.51</b>	<b>-0.09</b>
H Unsuccessful Applicant – Poor Fit	<b>-10.44</b>	<b>-1.08</b>	<b>0.55</b>	<b>0.83</b>	<b>-0.44</b>	<b>0.76</b>	<b>-0.49</b>	<b>0.12</b>
I Ideal Chief Executive – ‘Perfect’ Fit	<b>5.43</b>	<b>-1.77</b>	<b>0.24</b>	<b>-1.39</b>	<b>0.87</b>	<b>-0.02</b>	<b>-0.83</b>	<b>0.01</b>

### (3) Component Constructs Load

The table below, shows the same analysis for how respondent IDCEF’s constructs, load onto (or account for) each component.

**Table 5.8: Components - Construct Load –Respondent IDCEF**

Component	Construct	Load	Var%	Construct
1	12	6.1	9.15	Is experienced at handling conflict and finding a way through
	11	6.0	8.62	Team works to lead change
	14	5.8	12.83	Very interested in transformational leadership and step change and
	13	5.8	8.62	Better at synthesizing learning from the outside
	2	5.5	8.14	Able to use language and terminology which are acceptable to elected members
2	5	-4.0	4.68	Would find it easier to fit into prevailing political culture
	6	-4.0	4.68	Have to work less hard at being accepted
	14	3.9	12.83	Very interested in transformational leadership and step change and
	10	-1.7	6.76	Is more decisive
	1	-1.5	8.14	More interested in delivery and action on the ground

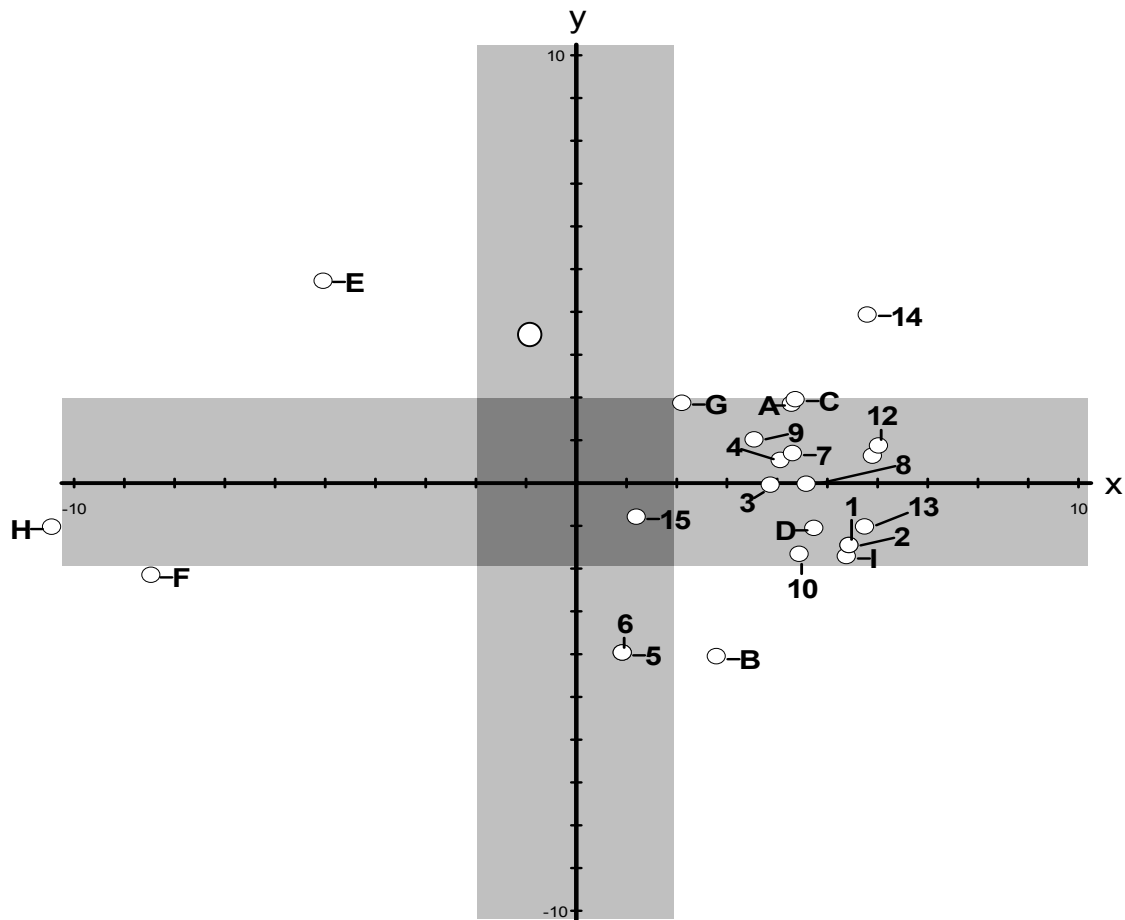
For this respondent the above table shows for Component 1, Construct 12 (Is experienced at handling conflict and finding a way through – load 6.1), Constructs 11 (Team works to lead change – load 6.0), Construct 14 (Very interested in transformational leadership and step change – load 5.8) and Construct 13 (Better at synthesizing learning from the outside– load 5.8) show the highest loadings. This first trend could be labeled those who ***‘Will deliver Change’***.

For Component 2, the *opposite* (or contrast pole) of construct 5 (Would find it easier to fit into prevailing political culture – load -4.0), the *contrast pole* of Construct 6 (Have to work less hard at being accepted– load -4.0) and the *preferred pole* of construct 14 (Very interested in transformational leadership and step change – load 3.9) show the highest ‘loadings’ on Component 2. This second component could be labeled ***‘Not accepted by the prevailing political culture’***. It is important to remember that these labels for each principal component *have been generated by the researcher to give some collective meaning to the component and axis*. They are used for ‘sense-making’ purposes.

#### (4) Cognitive Map

The cognitive map is produced by using the two most prevalent trends (Components) as axes at ninety degree to each other. The loadings of the elements and constructs are then become the map co-ordinates. The position of both Elements and Constructs are then projected onto this to give an indication of this respondent – 1DCEF’s cognitive map of ‘Fit’.

Figure 5.1: Example Cognitive Map for – Respondent 1DCEF



**X-axis: Component 1 (74.03%) (*Will Deliver Change*)**

**Y-axis: Component 2 (14.31%) (*Will not be accepted in prevailing Political Culture*)**

The Cognitive Map may be thought of as a rough but useful visual map of the structure of this respondent's grid, and thus how this individual cognitively construes 'fit'.

The above Cognitive Map for Interviewee 1DCEF shows several important issues. Element A is the respondent herself, - the 'Current Chief Executive'. Element A (Current Chief Executive) can be seen to be extremely closely associated with Element C (Female Chief Executive – Good Fit). This implies she sees herself as most like Element C in terms of 'Fit'. The next closest Element to herself, is Element G (Unsuccessful Applicant – Good Fit), again implying she sees herself as relatively more like Element G, than say Elements H, E, F and B who are relatively far away from her. The vertical (y) axis

depicts '*Will not be accepted in prevailing Political Culture*', this suggests that those in the top half of the plot (or those above the origin) are those who may not be accepted by the prevailing political culture. It is interesting to note that in this respondent's Cognitive Map, Elements E (Female CE – Poor Fit), Element G (Unsuccessful Applicant – Good Fit), Element A (Self or Current Chief Executive) and Element C (Female CE – Good Fit) in the top half of the plot, are all *Female*.

A closer inspection of the horizontal (x) axis '*Will Deliver Change*' shows that all of the 'Poor Fit' Elements (Elements E, H, and F) are on the far left of the plot indicating the respondent sees these people are unlikely to Deliver Change.

It is also interesting to note that Element I (Ideal Person – Perfect Fit), is a little distance away from the respondent (Element A), and this indicates that she does not necessarily see herself as the 'Ideal Fit' in this Authority. It also indicates that she sees the Ideal Fit (Element I) as more likely to fit into the prevailing political culture and likely to deliver Change. The Ideal Fit (Element I) is also very closely associated with Constructs 1 (More interested in delivery and action on the ground), 2 (Able to use language and terminology which are acceptable to elected members) and 13 (Better at synthesizing learning from the outside).

Element B (Immediate Past Chief Executive -Male) is seen as the Element most closely associated with Constructs 5 (Would find it easier to fit into prevailing political culture) and 6 (Have to work less hard at being accepted).

In this way a picture of how this respondent construes 'fit' can be built up. Kelly's (1955) Individuality Corollary states simply that "*persons differ from each other in their construction of events*". Personal Construct theory posits that an individual's cognitive map is extremely idiosyncratic as it reflects that individual's own unique way of seeing the world. Bearing in mind the 'superordinate' purpose of this research - . . . '*to investigate the construction of 'person-organisation fit', among newly appointed local Government Chief Executives and the Elected Member responsible for their appointment*'

, these individual ‘maps’ are idiographic and cannot be generalised to shed light on the collective views of Chief Executives and Elected Members. PCA analysis produces a large amount of data that is not relevant to this research. As a result the individual maps and PCA analyses are NOT presented in this thesis. Those analyses that can be generalised *across* grids are presented in the next section.

## **5.5 PCA Across Individual Grids**

This section looks at analysis across the 40 individual respondent’s grids. It contains important findings from the research, and links to the next chapter, Chapter 6 - Content Analysis.

### **5.5.1 Summary of Principle Components**

Central to Kelly’s (1955) theory of Personal Construct Psychology, is the idea that ‘everyman is his own scientist’. This means that every individual develops their own personal view of the world (Dalton & Dunnett 1992). As a result each person generates a very idiosyncratic repertory grid and Cognitive Map (or ‘PCA Plot’). To demonstrate the very idiographic nature of the PCA results, the ‘Principle Components’ generated by the District Council sub-sample (5 Chief Executives and 5 Elected Members) is presented below. The following table of Principle Components’ shows the researcher generated ‘*labels*’ to describe the Principal Components, and demonstrates the very individual responses from respondents. These results are presented here to demonstrate how meaningless it would be to attempt to combine these findings, given the idiographic nature of PC theory.

**Table 5.9: Summary of Principal Components for ‘District Council’ sub-sample**

Respondent Code	Principal Component	Researcher’s Label for Construct Cluster	Percentage Loading	Total %Variance accounted for by first 2 trends
1DCEF	1 (X Axis)	<b>Will Deliver Change</b>	74.03%	88.34%
(Chief Executive)	2 (Y Axis)	<b>'Will not be accepted in prevailing Political Culture'</b>	14.31%	
1DLM (Leader)	1 (X Axis)	<b>Proactive and understands the new agenda</b>	75.69%	90.28%
	2 (Y Axis)	<b>Someone who generates respect</b>	14.59%	
2DCEM (Chief Executive)	1 (X Axis)	<b>Has Strong Sense of Purpose/Understands where organisation needs to be</b>	76.39%	85.76%
	2 (Y Axis)	<b>Good at Collaborative and Partnership Working and Communication</b>	9.37%	
2DLM (Leader)	1 (X Axis)	<b>Accepted by Staff and would take them with them</b>	77.01%	88.03%
	2 (Y Axis)	<b>More Easy to Talk to No Hidden Agenda</b>	11.02%	
3DCEF (Chief Executive)	1 (X Axis)	<b>Has a balanced but effective approach to change</b>	90.15%	96.92%
	2 (Y Axis)	<b>Has insight into particular problems facing this authority</b>	6.77%	
3DLM (Leader)	1 (X Axis)	<b>I could work with them /Chemistry</b>	61.3%	92.48%
	2 (Y Axis)	<b>Understands the political drive</b>	31.18%	
4DCEF (Chief Executive)	1 (X Axis)	<b>Good Administratively/Gets things done</b>	82.69%	93.38%
	2 (Y Axis)	<b>Willing to drive step-change</b>	10.69%	
4DLM (Leader)	1 (X Axis)	<b>Confident, Challenging Strategic, Enthusiastic individuals</b>	80.72%	87.9%
	2 (Y Axis)	<b>Happy to confront difficult issues</b>	7.18%	
5DCEM (Chief Executive)	1 (X Axis)	<b>Fits in with the place/Understands and communicates the changing agenda</b>	67.03%	84.82%
	2 (Y Axis)	<b>Fits in with the place/Understands and respects tradition</b>	17.39%	
5DLM (Leader)	1 (X Axis)	<b>Has Better Interpersonal Skills</b>	69.69%	85.9%
	2 (Y Axis)	<b>Has an appreciation of role and dignity of Mayoralty function</b>	16.21%	

As we saw in section 5.4.2.1, which focused on individual respondent 1DCEF, the analysis of component space gives some indication of **cognitive complexity** of each respondent. This is an indication that the person has a more differentiated system of dimensions of perceiving others’ behaviours. In general, respondents with high cognitive complexity will have *less than* 60% of the total variance accounted for by the first two trends (Smith 1986a).



In the above summary of the ‘District Council sub-sample’, the range for the ‘Total Variance Accounted For’ by the first two trends is 84.82% (Respondent 5DCEM) to 96.92% (Respondent 3DCEF), suggesting a relatively less differentiated system of dimensions for perceiving others (low cognitive complexity) when considering the domain of ‘fit’. The average ‘Total Variance Accounted For’, for the whole sub-sample of 10 respondents is 89.38 %. The above summary analysis of Principal Component data for the 10 subjects from District Council’s, demonstrates the relative cognitive simplicity of this sub-sample. The average ‘Total Variance Accounted For’ by the first two components among the District Council Chief Executive sub-sample was 89.84%. The average ‘Total Variance Accounted For’ by the first two components among the District Council Elected Member sub-sample was 88.91%, indicating District Council Chief Executives have slightly less differentiated system of dimensions for perceiving others (slightly less cognitively complex) when thinking about ‘fit’ than their District Council Elected Member colleagues.

Similarly the Female sub sample of District Council Chief Executives’ system of dimensions for perceiving others were relatively less differentiated (less cognitively complex) with an average ‘Total Variance Accounted For’ by the first two components of 92.08%, compared to the Male sub sample of District Council Chief Executive’s (‘Total Variance Accounted For’ by the first two components of 85.29%). That is, male District Council Chief Executives seem to have a relatively more differentiated system of dimensions for perceiving others behaviour when considering the domain of ‘fit’.

The final observation from the above summary of Principal Components is that there is only limited matching of the content of the two Components within the District Council Chief Executive- Elected Member pairs. For example, the Table below highlights the principal components labels for District Council Chief Executive 1DCEF and District Council Elected Member 1DLM.

**Table 5.10: Comparison of Principal Components – ‘Chief Executive- Elected Member Authority 1’**

<b>1DCEF – Chief Executive</b>	<b>1DLM – Elected Member</b>
<i>Principal Component 1 Will Deliver Change</i>	<i>Principal Component 1 Proactive and understands the new agenda</i>
<i>Principal Component 2 Will not be accepted in prevailing Political Culture’</i>	<i>Principal Component 2 Someone who generates respect</i>

In keeping with PCP theory, there seems little in common between these two individual respondent’s Principal Components. This ‘matching’ between Chief Executives construction of ‘Fit’ and Elected Members construction of Fit is picked up further in the in the next chapter focusing on Content Analysis.

### **5.5.2 Variance Accounted for by 1st and 2nd Components**

The following table records the percentage variance accounted for by the first and second component for all 40 respondents. In general, interviewees with high cognitive complexity or a more differentiated system of dimensions for perceiving others’ behaviours, will have *less than* 60% of the total variance accounted for by the first two trends (Smith 1986a).

Respondent 6LBLM (Authority 6, London Borough, Leader, Male) has the highest ‘Total Variance Accounted For’ by the first and second components, with 99.27%, suggesting he is the least differentiated system of dimensions for perceiving others behaviour of all the respondent’s in the domain of ‘Fit’. Respondent 20LBLM, (Authority 20, London Borough, Leader, Male) had the lowest ‘Total Variance Accounted For’ by first and second components, with 77.37%, suggesting he is the most differentiated system of dimensions for perceiving others’ behaviours or has the most complex construction of ‘Fit’ in this sample. Interestingly this respondent – 6LBLM is also the youngest subject in the research sample

For the Chief Executive Sub-sample, the average ‘Total Variance Accounted For’ by the first component was 76.82% and 11.40% for the second component. The average ‘Total Variance Accounted For’ by both the first and second components together was 88.22%.

*Table 5.11: Percentage Variance Accounted for by 1<sup>st</sup> and 2<sup>nd</sup> Components*

Respondent Code	% Variance Accounted For		%Total Variance Accounted for by First 2 Components
	1 <sup>st</sup> Component	2 <sup>nd</sup> Component	
<b>Chief Executives</b>			
1DCEF	74.03	14.31	88.34
2DCEM	76.39	9.37	85.76
3DCEF	90.15	6.77	96.92
4DCEF	82.69	10.69	93.38
5DCEM	67.03	17.39	84.42
6LBCEM	69.52	16.40	85.92
7MCEM	79.79	11.78	91.57
8UCEM	76.40	8.34	84.74
9UCEM	73.63	12.81	86.44
10CCEM	84.00	7.15	91.15
11CCEM	84.91	7.15	92.06
12CCEM	65.29	14.61	79.90
13UCEM	66.18	14.50	80.68
14CCEM	81.22	7.40	88.62
15LBCEF	89.20	7.40	96.60
16MCEF	70.37	16.00	86.37
17UCEF	83.38	6.61	89.99
18CCEF	72.01	16.83	88.84
19UCEF	62.71	15.15	77.86
20LBCEM	87.51	7.33	94.84
Average % CEs	76.82	11.40	88.22
<b>Elected Members</b>			
1DLM	75.69	14.59	90.28
2DLM	77.01	11.02	88.03
3DLM	61.21	31.18	92.39
4DLM	80.72	7.18	87.90
5DLM	69.69	16.21	85.90
6LBLM	95.42	3.85	99.27
7MLM	94.09	3.41	97.50
8ULM	80.66	10.70	91.36
9ULM	80.43	13.48	93.91
10CLF	86.89	7.00	93.89
11CLM	83.28	11.61	94.89
12CLM	**NO PLOT**	**NO PLOT**	**NO PLOT**
13ULF	71.57	15.24	86.81
14CLF	89.93	5.49	95.42
15LBLM	74.65	17.07	91.72
16MLM	92.63	3.05	95.68
17ULF	64.24	17.04	81.28
18CLM	86.05	6.26	92.31
19ULM	65.95	17.00	82.95
20LBLM	59.61	16.76	76.37
Average % EMs	78.41	12.01	90.41

For the Elected Member Sub-sample, the average ‘Total Variance Accounted For’ by the first component was 78.41% and 12.01% for the second component. The average ‘Total Variance Accounted For’ by both the first and second components together was 90.41%, indicating that Elected Members in this sample have a less differentiated system for

perceiving others' behaviours (or are slightly less 'cognitively complex) when thinking about 'fit' than their Chief Executive colleagues.

**Table 5.12: Average Total Variance Accounted For by 'Type' of Respondent and Sex**

<b>Average Variance Accounted for by 1<sup>st</sup> and 2<sup>nd</sup> Components</b>	<b>Chief Executives</b>	<b>Elected Members</b>	<b>All Subjects</b>
<b>Female</b>	89.79 (N=8)	89.35 (N=4)	89.64 (N=12)
<b>Male</b>	87.18 (N=12)	90.70 (N=15)	89.13 (N=27)
<b>All Subjects (NB no plot for 12CLM)</b>	88.22 (N=20)	90.41 (N=19)	89.29 (N=39)

There was little difference in the cognitive complexity (as measured by Total Variance Accounted For by 1<sup>st</sup> and 2<sup>nd</sup> Components) for female and male Chief Executives. Female CEs as a group have on average, a slightly less differentiated system of perceiving others' behaviours (*i.e. being slightly less cognitively complex*) than their male counterparts. Female CEs had an 'Average Total Variance Accounted For' by the first two components of 89.79% and for Male Chief Executives a 'Total Variance Accounted For' by the first two components of 87.18%.

Chief Executives as a group, have on average, a slightly more differentiated system of perceiving others' behaviours (*were slightly more cognitively complex*) than their Elected Member Counterparts when thinking about the domain of 'Fit', with an 'Average Total Variance Accounted For' by the first two components of 88.22%, compared to an 'Average Total Variance Accounted For' by the first two components of 90.41% for Elected Members as a group.

Female and Male Elected Members differed only minimally, in the 'Average Total Variance Accounted For' scores, with Female EMs having an average 'Total Variance Accounted For' by the first two components of 89.35% (and are therefore seen to have a slightly more differentiated system of dimensions for perceiving others' behaviours - *i.e. slightly more cognitively complex*) than Male Elected Members who had an average 'Total Variance Accounted For' by the first two components of 90.70%.

Bearing in mind Smith's (1986a) rule of thumb (respondents with high cognitive complexity will have *less than* 60% of the total variance accounted for by the first two trends), the above results suggests that all respondents have relatively poorly differentiated systems of dimensions for perceiving others' behaviours when construing the domain of 'Fit'. There is some suggestion however, that people who are cognitively simple in one domain of construing may be cognitively complex in other domains, but this trend is not strong (Smith 1986b). The implications of this will be discussed in Section 7.

### **5.5.3 Distance between Element A (Current Chief Executive) and Element I (Ideal Fit)**

Distances between all elements are calculated in the GridLab Program, but only those which are relevant to this research will be reported here. These distances are an indication of the relationship between the elements. A distance of *greater than one* shows the elements are not related, while a distance *less than one* shows the elements are related for the respondent (Smith 1986b). It is the relationship (distance) between Element A (Current Chief Executive) and Element I (Ideal Fit) that is of interest here.

The distance between Element A (Current Chief Executive) and Element I (Ideal Chief Executive) is an important indicator of 'Fit'. The degree to which the Chief Executive respondents sees him/herself (Element A) as 'fitting' the 'Ideal Chief Executive' (Element I) profile is represented by a distance. This distance can be visually seen on each respondent's Cognitive Map, - the closer the elements A and I are, the smaller the distance between them and the greater the fit. For Elected Member respondents, this distance is also an important indicator of how well the Elected Member respondent feels the current Chief Executive (Element A) 'fits' the Ideal Chief Executive (Element I) profile. The following table lists the A – I distances for all respondents.

**Table 5.13: Distances between Elements A & I**

<b>Respondent Code</b>	<b>A - I</b>	<b>Respondent Code</b>	<b>A - I</b>
<b>Chief Executives</b>		<b>Senior Elected Members</b>	
<b>1DCEF</b>	.47	<b>1DLM*</b>	.65
<b>2DCEM</b>	.51	<b>2DLM</b>	.31
<b>3DCEF</b>	.52	<b>3DLM*</b>	.58
<b>4DCEF</b>	.56	<b>4DLM*</b>	.44
<b>5DCEM</b>	.34	<b>5DLM</b>	1.25
<b>6LBCEM</b>	.67	<b>6LBLM</b>	0.07
<b>7MCEM</b>	.55	<b>7MLM</b>	.23
<b>8UCEM</b>	.47	<b>8ULM</b>	.25
<b>9UCEM</b>	0.00	<b>9ULM</b>	.51
<b>10CCEM</b>	.49	<b>10CLF</b>	.22
<b>11CCEM</b>	.27	<b>11CLM</b>	.23
<b>12CCEM</b>	.35	<b>12CLM</b>	No Plot
<b>13UCEM</b>	.53	<b>13ULF</b>	.75
<b>14CCEM</b>	.33	<b>14CLF</b>	.19
<b>15LBCEF</b>	.21	<b>15LBLM*</b>	.57
<b>16MCEF</b>	.28	<b>16MLM*</b>	.28
<b>17UCEF</b>	.38	<b>17ULF*</b>	.43
<b>18CCEF</b>	.36	<b>18CLM*</b>	0.00
<b>19UCEF</b>	.39	<b>19ULM*</b>	.63
<b>20LBCEM</b>	.20	<b>20LBLM</b>	.60
<b>Average Distance * EMs with female CEs</b>	<b>.39</b>	<b>Average Distance</b>	<b>.43</b>

From this table we can see that some Chief Executive Respondents feel they closely resemble the ‘Ideal Chief Executive’ (i.e. small A – I Distance). Respondent 9UCEM (Authority 9, Unitary, Chief Executive, Male) feels he fits exactly with the Ideal Chief Executive (A – I distance is 0.00) and Chief Executive Respondent 15LBCEF (Authority 15, London Borough, Chief Executive, Female) has the next smallest A-I distance of .21 which also suggests a close ‘Fit’ between how the respondent has rated herself and how she has rated the ‘Ideal Fit’.

Other Chief Executive Respondents feel less confident, e.g. Respondent 6LBCEM (Authority 6, London Borough, Chief Executive, Male) has a much larger A – I distance of .67, suggesting that he does not see himself as very close to the ‘Ideal fit’.

Similarly, some Elected Member Respondents feel their Current Chief Executive (Element A) closely resembles the Ideal Chief Executive (Element I). Respondent 18CLM (Authority 18, County, Leader, Male) has an A-I distance of zero (0.0)

suggesting an exact fit with the Ideal Chief Executive. Respondent 14CLF (Authority 14, County, Leader, Male) has a small A - I distance of .19, suggesting a very close 'Fit' with the Ideal Chief Executive.

The Average A – I Distance for Chief Executives is .39, suggesting the most Chief Executives feel they 'fit' the Ideal Chief Executive profile quite well. The Range for the Chief Executive Respondents A – I distances is 0.0 - .67. The Average A – I Distance for Elected Members is .43, which also suggests that most Elected Members feel their Current Chief Executive is quite close to the 'Ideal Chief Executive'. The main exception to this is Elected Member Respondent 5DLM (Authority 5, District, Leader, Male) whose A – I distance is 1.25 suggesting the two Elements A and I are unrelated. The range for Elected members A – I distance is 0.0 – 1.25.

The average A-I Distance for Female Chief Executives (N=8) is .40. The average A-I Distance for Female Elected Members (N=4) is also .40. The average A-I Distance for all Female Respondents is .40 (N=12).

The average A-I Distance for Male Chief Executives (N=12) is .39. The average A-I Distance for Male Elected Members (N=15) is .44. The average A-I Distance for all Male Respondents is .42 (Note: N=27 as no PCA analysis, data or plot was available for Respondent 12LBLM because of the extreme scoring).

This suggests that Male Chief Executive see themselves as a marginally 'better Fit' than Female Chief Executives (A-I distance of .39 and .40 respectively). In comparison Female Elected Members see their current Chief Executive as fitting marginally better than their Male Elected Member counterparts (A-I distance of .40 and .44 respectively)

There is little difference in 'Fit' between Elected Members with Female Chief Executives (N=8) and Elected Members with Male Chief Executives (N=11). The Average A – I Distance for Elected Members with Male Chief Executives is slightly lower (indicating a

marginally better fit) with a distance of .42, than the Average A – I Distance for Elected Members currently employing Female Chief Executives with a distance of .45.

#### 5.5.4 Distance between Element I (Ideal Fit) and Element B (Immediate Past Chief Executive)

In a similar way the distances between the Ideal Chief Executive (Element I) and the Immediate past Chief Executive (Element B) indicates how respondents feel about the immediate past Chief Executive.

*Table 5.14: Distances between Elements I and B*

<b>Respondent Code</b>	<b>I- B</b>	<b>Respondent Code</b>	<b>I- B</b>
<b>Chief Executives</b>		<b>Senior Elected Members</b>	
<b>1DCEF</b>	.51	<b>1DLM</b>	.55
<b>2DCEM</b>	1.19	<b>2DLM</b>	1.23
<b>3DCEF</b>	2.22	<b>3DLM</b>	.81
<b>4DCEF</b>	1.76	<b>4DLM</b>	1.67
<b>5DCEM</b>	1.34	<b>5DLM</b>	1.07
<b>6LBCEM</b>	1.75	<b>6LBLM</b>	1.44
<b>7MCEM</b>	1.80	<b>7MLM</b>	1.59
<b>8UCEM</b>	.49	<b>8ULM</b>	.36
<b>9UCEM</b>	1.66	<b>9ULM</b>	2.14
<b>10CCEM</b>	.46	<b>10CLF</b>	.24
<b>11CCEM</b>	.23	<b>11CLM</b>	.51
<b>12CCEM</b>	1.33	<b>12CLM</b>	
<b>13UCEM</b>	1.41	<b>13ULF</b>	1.53
<b>14CCEM</b>	1.70	<b>14CLF</b>	1.63
<b>15LBCEF</b>	.23	<b>15LBLM</b>	.11
<b>16MCEF</b>	1.53	<b>16MLM</b>	1.22
<b>17UCEF</b>	1.53	<b>17ULF</b>	1.47
<b>18CCEF</b>	.52	<b>18CLM</b>	.67
<b>19UCEF</b>	1.13	<b>19ULM</b>	.73
<b>20LBCEM</b>	.35	<b>20LBLM</b>	1.12
<b>Average Distance</b>	<b>1.20</b>	<b>Average Distance</b>	<b>1.05</b>

Respondent views on the Immediate Past Chief Executive (Element B), can be gleaned from an inspection of the distance between the Ideal Chief Executive (Element I) and the Immediate Past Chief Executive (Element B). The I – B distance is hence a measure of each respondent’s view of ‘fit’ of the Immediate Past Chief Executive (Element B).



On average these I –B Distances are large, suggesting a lack of fit with the Ideal. The average I- B Distance for Chief Executive respondents was 1.20, and for Elected Member respondent's the average I- B Distance was 1.50. There are however, some notable exceptions to this, and these can be clearly seen in Authorities 1, 8, 10, 11 15 and 18 where both Chief Executive and Elected Member respondent's show much smaller I – B distances. It is likely that the Immediate Past CE is still held in high regard by both Elected Member and new Chief Executive in these Authorities, but it interesting that this is not the case in the majority of Authorities.

In investigating the 'match' between the CEO and the Firm, Allgood and Farrell (2003) in their study of US Firms found in Forbes Annual Survey of Executive Compensation (1981 – 93), found evidence to suggest that a good match is more likely if the new CEO performs better than the previous CEO. They found that the best matches tend to occur when inside (internally appointed) CEOs follow previous CEOs who quit, and when outsiders (externally appointed) CEOs follow CEOs who are dismissed. Unfortunately, in this research, we do not have details of why the last CE left, but this is clearly an area for future research.

### **5.5.5 Average Ratings**

The rating scale used in this research ranged from 1 – 'Scores extremely poorly on this dimension' to 7 – 'Scores extremely highly on this dimension' (see Methodology Section 3. – Table 3.3).

Average rating is a convenient way to investigate the trends in respondent ratings. The following analysis of ratings was undertaken to investigate differences in ratings between male and female respondents, and between Chief Executive and Elected Member respondents.

(1) Ratings made by Female Respondents

The following table shows the average ratings for female respondents. The data of interest here are that relating to three major comparisons. Firstly how respondent's have rated themselves (Element A) in comparison to the Ideal Fit (Element I), secondly between respondent's ratings of Element C (Female 'Good Fit') and Element D (Male 'Good Fit'), and thirdly between Element E (Female –'Poor Fit') and Element F (Male –'Poor Fit').

*Table5.16: Average Ratings for Female Respondents*

Element	A Self/CE	B Immediate past Chief executive	C Female 'Good Fit'	D Male 'Good Fit'	E Female 'Poor Fit'	F Male 'Poor Fit'	G Unsuccessful Applicant – Good Fit	H Unsuccessful Applicant – Poor Fit	I Ideal Fit
<b>Female Chief Executives</b>									
<b>1DCEF</b>	5.8	5.7	5.9	6.1	3.3	3.2	5.3	2.4	6.4
<b>3DCEF</b>	5.8	2.4	6.0	5.8	5.2	5.8	-	4.2	7
<b>4DCEF</b>	6.1	2.1	4.5	6.5	4.0	3.9	3.6	2.2	6.9
<b>15LBCEF</b>	6.1	6.4	6.4	3.0	2.3	1.8	-	2.4	6.6
<b>16MCEF</b>	5.9	2.9	4.9	5.1	3.0	4.2	5.1	3.3	6.2
<b>17UCEF</b>	6.1	3.2	5.5	5.8	2.6	3.4	4.4	2.8	6.6
<b>18CCEF</b>	6.4	2.3	5.8	6.2	4.6	4.1	-	2.6	6.5
<b>19UCEF</b>	6.5	5.6	5.1	4.9	5.1	5	5.4	4.1	6.9
<b>Average Rating Female C/Es</b>	<b>6.1</b>	<b>3.8</b>	<b>5.5</b>	<b>5.4</b>	<b>3.8</b>	<b>3.9</b>	<b>4.8</b>	<b>3.0</b>	<b>6.6</b>
<b>Female Senior Elected Members</b>									
<b>10CLF</b>	6.6	6.8	6.5	6.7	3.8	4.4	4.3	2.1	6.6
<b>13ULF</b>	5.2	3.1	5.7	5.5	3.3	2.7	3.7	2.9	6.9
<b>14CLF</b>	6.4	1.9	5.6	6.2	1.8	4.2	5.5	2.3	6.6
<b>17ULF</b>	6.0	4.1	5.5	5.4	4.1	3.9	5.6	3.8	6.4
<b>Average Rating Female EMs</b>	<b>6.1</b>	<b>4.0</b>	<b>5.8</b>	<b>6.0</b>	<b>3.3</b>	<b>3.8</b>	<b>4.8</b>	<b>2.8</b>	<b>6.6</b>
<b>Average Rating – All Female Respondents</b>	<b>6.1</b>	<b>3.9</b>	<b>5.6</b>	<b>5.6</b>	<b>3.6</b>	<b>3.9</b>	<b>4.8</b>	<b>2.9</b>	<b>6.6</b>

Comparison of Ratings for Elements A & I - FEMALE Respondents

Among Female Chief Executive Respondents, the average rating for self (Element A – Current Chief Executive) was 6.1. The average rating for the Ideal Fit (Element I) was

6.6. This difference of only .5, confirms that female Chief Executives see themselves as fitting the profile of the Ideal Fit' very closely.

Female Elected Members also had an average rating of 6.1 for Element A (Current Chief Executive), and an average rating of 6.6 for the Element I (Ideal Fit), also suggesting that Female Elected Members feel their Chief Executives closely fit the profile of the Ideal Fit'. Ratings for all female respondents (Female Chief Executives and Female Elected Members) replicate this 'closeness of 'Fit', between Element A (Current Chief Executive) and Element I (Ideal Fit).

#### Comparison of Ratings for Elements C & D - FEMALE Respondents

Among Female Chief Executive Respondents, the average rating for Element C – Female – 'Good Fit', as 5.5. The average rating for the Element D – Male – 'Good Fit' was 5.4. This difference of only .1, suggests that Female Chief Executives see 'Good Fit – Female Chief Executives as a marginally better fit than 'Good Fit – Male' Chief Executives.

Interestingly, this is reversed among Female Elected Member respondents , where the average rating for Element C – Female – 'Good Fit', as 5.8. The average rating for the Element D – Male – 'Good Fit' was 6.0. This difference (.2), suggests that Female Elected Members see 'Good Fit – Male Chief Executives as a marginally better fit than 'Good Fit – Female' Chief Executives.

Overall, however, among all female respondents, there was no difference between the average ratings given to Element C – Female – 'Good Fit', (5.6) and Element D – Male – 'Good Fit'(5.6).

### Comparison of Ratings for Elements E & F - FEMALE Respondents

Among Female Chief Executive Respondents, the average rating for Element E – Female – ‘Poor Fit’, was 3.8. The average rating for the Element F – Male – ‘Poor Fit’ was 3.9. This difference of only .1, suggests that Female Chief Executive Respondents see ‘Poor Fit – Female Chief Executives as a marginally worse fit than ‘Poor Fit – Male’ Chief Executives.

Among Female Elected Member Respondents , the average rating for Element E – Female – ‘Poor Fit’, was 3.3. The average rating for Element F – Male – ‘Poor Fit’ was 3.8. This difference (.5), suggests that Female Elected Members Respondents see ‘Poor Fit – Female Chief Executives as a marginally worse fit than ‘Poor Fit – Male’ Chief Executives.

These findings for Female Chief Executive Respondents and Female Elected Member Respondents, are mirrored in the findings for all Female Respondents, with the average rating for Element E – Female – ‘Poor Fit’ being 3.6 and the average rating for Element F – Male – ‘Poor Fit’ being 3.9, suggesting that all female respondents found ‘Poor fit’ Female Chief Executives to be a slightly worse ‘Fit’ than ‘Poor fit’ Male Chief executives.

### (2) Ratings made by Male Respondents

#### Comparison of Ratings for Elements A & I - MALE Respondents

Among Male Chief Executive respondents, the average rating for self (Element A – Current Chief Executive) was 6.2. The average rating for the Ideal Fit (Element I) was 6.5. This difference of only .3, confirms that Male Chief Executive Respondents see themselves as fitting the profile of the ‘Ideal Fit’ very closely, more closely than their Female Chief Executive counterparts (who have a difference score of .5).

**Table 5.17: Average Ratings for Male Respondents**

<b>Element</b>	<b>A</b> Self/CE	<b>B</b> Immediate past Chief executive	<b>C</b> Female 'Good Fit'	<b>D</b> Male 'Good Fit'	<b>E</b> Female 'Poor Fit'	<b>F</b> Male 'Poor Fit'	<b>G</b> Unsuccessful Applicant – Good Fit	<b>H</b> Unsuccessful Applicant – Poor Fit	<b>I</b> Ideal Fit
<b>Male Chief Executives</b>									
<b>2DCEM</b>	6.0	4.8	6.2	6.1	4.6	3.7	5.0	3.1	6.9
<b>5DCEM</b>	6.6	4.8	6.3	5.8	4.3	3.9	5.3	3.9	6.9
<b>6LBCEM</b>	6.1	4.3	5.8	6.3	5.1	4.8	-	4.8	7.0
<b>7MCEM</b>	5.9	3.9	4.8	5.6	4.4	5.4	4.6	3.0	6.6
<b>8UCEM</b>	5.8	5.7	6.1	5.2	3.5	4.1	5.7	4.4	6.1
<b>9UCEM</b>	7.0	1.5	5.1	5.4	2.7	5.1	-	3.0	7.0
<b>10CCEM</b>	6.5	6.5	5.6	6.4	3.1	5.4	4.0	3.0	5.7
<b>11CCEM</b>	6.0	5.2	5.5	6.0	3.3	2.1	-	3.0	6.0
<b>12CCEM</b>	5.7	3.9	6.1	5.2	5.0	3.9	4.9	3.1	5.7
<b>13UCEM</b>	5.7	3.3	4.9	5.1	1.6	3.9	4.3	3.9	6.4
<b>14CCEM</b>	6.5	3.4	6.4	6.4	6.5	4.8	4.2	4.2	6.9
<b>20LBCEM</b>	6.8	6.2	7.0	5.8	2.4	2.5			7.0
<b>Average Rating Male CEs</b>	6.2	4.5	5.8	5.8	3.9	4.1	4.8	3.6	6.5
<b>Male Elected Members</b>									
<b>1DLM</b>	6.2	6.6	5.9	6.4	5.9	5.7	-	4.4	7.0
<b>2DLM</b>	6.7	5.2	5.6	4.8	4.7	4.5	6.1	-	6.9
<b>3DLM</b>	5.7	5.3	5.2	5.6	4.2	4.5	5.5	2.9	6.6
<b>4DLM</b>	6.4	2.7	5.6	5.9	4.7	3.4	5.8	4.6	6.0
<b>5DLM</b>	5.1	5.6	6.7	6.5	4.6	5.0	-	5.4	6.8
<b>6LBLM</b>	6.9	1.4	-	7.0	2.5	2.9	-	1.5	7.0
<b>7MLM</b>	6.5	1.5	6.4	6.2	2.0	3.2	-	-	7.0
<b>8ULM</b>	6.6	6.4	6.2	6.0	2.9	4.2	6.3	4.0	6.9
<b>9ULM</b>	6.0	2.1	6.0	6.9	5.7	5.1	6	5.5	7.0
<b>11CLM</b>	6.6	6.0	5.9	4.8	2.9	4.4	-	3.1	7.0
<b>12CLM</b>	7.0	5.6	6.8	6.9	6.1	4.7	6.8	5.3	7.0
<b>15LBLM</b>	5.5	6.9	6.3	6.6	2.4	4.4	-	4.9	7.0
<b>16MLM</b>	6.5	4.3	5.0	6.8	4.8	2.2	4.9	5.5	6.9
<b>18CLM</b>	7.0	5.9	5.4	6.4	2.8	6.2	5.5	3.3	7.0
<b>19ULM</b>	6.3	6.2	6.2	6.1	5.9	5.3	4.7	5.6	6.6
<b>20LBLM</b>	6.3	5.2	5.2	5.7	5.5	3.8	-	-	5.9
<b>Average Rating Male EMs</b>	6.3	4.8	5.9	6.2	4.2	4.3	5.7	4.3	6.8
<b>Average Rating ALL MALE Respond</b>	6.3	4.7	5.9	6.0	4.1	4.3	5.3	4.0	6.7

Male Elected Members had an average rating of 6.3 for Element A (Current Chief Executive), and an average rating of 6.8 for the Element I (Ideal Fit), also suggesting that Male Elected Members feel their Chief Executives closely fit the profile of the Ideal Fit'. Average ratings for all Male respondents (Male Chief Executives and Male Elected Members) replicate this 'closeness of 'Fit', between Element A - Current Chief Executive (Average rating 6.3) and Element I - Ideal Fit (Average rating 6.7) with a difference of .4. This is a slightly smaller difference than that found among all Female

Respondents (.5), suggesting male respondents see the Current Chief Executive being a marginally closer fit to the Ideal than female Respondents.

#### Comparison of Ratings for Elements C & D - MALE Respondents

Among Male Chief Executive Respondents, the average rating for Element C – Female – ‘Good Fit’, as 5.8. The average rating for the Element D – Male – ‘Good Fit’ was also 5.8. This suggests that Male Chief Executives see ‘Good Fit – Female Chief Executives as the same as ‘Good Fit – Male’ Chief Executives.

Among Male Elected Member respondents, the average rating for Element C – Female – ‘Good Fit’ was 5.9 , but the average rating for the Element D – Male – ‘Good Fit’ was 6.2. This difference (.3), suggests that Male Elected Members see ‘Good Fit – Male Chief Executives as a marginally better fit than ‘Good Fit – Female’ Chief Executives. This tendency to rate ‘Good Fit Males’ marginally higher than ‘Good Fit Females’ was also found for Female Elected Member Respondents.

Overall, among all Male respondents, this tendency to rate ‘Good Fit Males’ marginally higher than ‘Good Fit Females’ was repeated, with a difference between the average ratings given to Element C – Female – ‘Good Fit’, (5.9) and Element D – Male – ‘Good Fit’(6.0).

#### Comparison of Ratings for Elements E & F - MALE Respondents

Among Male Chief Executive respondents, the average rating for Element E – Female – ‘Poor Fit’, was 3.9. The average rating for the Element F – Male – ‘Poor Fit’ was 4.1. This difference of .2, suggests that Male Chief Executive Respondents see ‘Poor Fit – Female Chief Executives as a slightly worse fit than ‘Poor Fit – Male’ Chief Executives.

Among Male Elected Member respondents , this tendency was repeated with an average rating for Element E – Female – ‘Poor Fit’ of 4.2, and an average rating for Element F –

Male – ‘Poor Fit’ of 4.3. This difference (.1), suggests that Male Elected Members Respondents see ‘Poor Fit – Female Chief Executives as a marginally worse fit than ‘Poor Fit – Male’ Chief Executives.

These findings are mirrored in the findings for all Male respondents, with the average rating for Element E – Female – ‘Poor Fit’ being 4.1 and the average rating for Element F– Male–‘Poor Fit’ being 4.3, suggesting that all male respondents found ‘Poor fit’ Female Chief Executives to be a slightly worse ‘Fit’ than ‘Poor fit’ Male CEs.

### (3) Elected Member and Chief Executive Ratings

The following table displays the differences in the average ratings between Chief Executives and Elected Members

#### Comparison of Ratings for Elements A & I – All Respondents

Among all Chief Executive respondents, the average rating for self (Element A – Current Chief Executive) was 6.2. The average rating for the Ideal Fit (Element I) was 6.6. This difference of only .4, confirms that most Chief Executives see themselves as fitting the profile of the Ideal Fit’ very closely.

All Elected Members had an average rating of 6.3 for Element A (Current Chief Executive), and an average rating of 6.8 for the Element I (Ideal Fit), suggesting that Elected Members feel their Chief Executives closely fit the profile of the Ideal Fit’.

(The eight Elected Members with a Female Chief Executive had an average rating of 6.2 for Element A (Current Chief Executive), and an average rating of 6.7 for the Element I (Ideal Fit)).

Ratings for all respondents (Chief Executives and Elected Members) replicate this ‘closeness of ‘Fit’, between Element A (Current Chief Executive) with an average rating of 6.2, and Element I (Ideal Fit) having an average rating of 6.7.

**Table 5.18: Average Rating for Chief Executives and Elected Members**

<b>Subject Code</b>	<b>A</b> Self/CE	<b>B</b> Immediate past Chief executive	<b>C</b> Female 'Good Fit'	<b>D</b> Male 'Good Fit'	<b>E</b> Female 'Poor Fit'	<b>F</b> Male 'Poor Fit'	<b>G</b> Unsuccessful Applicant – Good Fit	<b>H</b> Unsuccessful Applicant – Poor Fit	<b>I</b> Ideal Fit
<b>Chief Executives</b>									
<b>1DCEF</b>	5.8	5.7	5.9	6.1	3.3	3.2	5.3	2.4	6.4
<b>2DCEM</b>	6.0	4.8	6.2	6.1	4.6	3.7	5.0	3.1	6.9
<b>3DCEF</b>	5.8	2.4	6.0	5.8	5.2	5.8	-	4.2	7.0
<b>4DCEF</b>	6.1	2.1	4.5	6.5	4.0	3.9	3.6	2.2	6.9
<b>5DCEM</b>	6.6	4.7	6.3	5.8	4.2	3.9	5.6	4.1	6.8
<b>6LBCEM</b>	6.1	4.3	5.8	6.3	5.1	4.8	-	4.8	7.0
<b>7MCEM</b>	5.9	3.9	4.8	5.6	4.4	5.4	4.6	3.0	6.6
<b>8UCEM</b>	5.8	5.7	6.1	5.2	3.5	4.1	5.7	4.4	6.1
<b>9UCEM</b>	7.0	1.5	5.1	5.4	2.7	5.1	-	3.0	7.0
<b>10CCEM</b>	6.5	6.5	5.6	6.4	3.1	5.4	4.0	3.0	5.7
<b>11CCEM</b>	6.0	5.2	5.5	6.0	3.3	2.1	-	3.0	6.0
<b>12CCEM</b>	5.7	3.9	6.1	5.2	5.0	3.9	4.9	3.1	5.7
<b>13UCEM</b>	5.7	3.3	4.9	5.1	1.6	3.9	4.3	3.9	6.4
<b>14CCEM</b>	6.5	3.4	6.4	6.4	6.5	4.8	4.2	4.2	6.9
<b>15LBCEF</b>	6.1	6.4	6.4	3.0	2.3	1.8	-	2.4	6.6
<b>16MCEF</b>	5.9	2.9	4.9	5.1	3.0	4.2	5.1	3.3	6.2
<b>17UCEF</b>	6.1	3.2	5.5	5.8	2.6	3.4	4.4	2.8	6.6
<b>18CCEF</b>	6.4	2.3	5.8	6.2	4.6	4.1	-	2.6	6.5
<b>19UCEF</b>	6.5	5.6	5.1	4.9	5.1	5	5.4	4.1	6.9
<b>20LBCEM</b>	6.8	6.2	7.0	5.8	2.4	2.5			7.0
<b>Average Rating CE</b>	<b>6.2</b>	<b>4.2</b>	<b>5.7</b>	<b>5.6</b>	<b>3.8</b>	<b>4.1</b>	<b>4.8</b>	<b>3.3</b>	<b>6.6</b>
<b>Senior Elected Members</b>									
<b>1DLM*</b>	6.2	6.6	5.9	6.4	5.9	5.7	-	4.4	7.0
<b>2DLM</b>	6.7	5.2	5.6	4.8	4.7	4.5	6.1	-	6.9
<b>3DLM*</b>	5.7	5.3	5.2	5.6	4.2	4.5	5.5	2.9	6.6
<b>4DLM*</b>	6.4	2.7	5.6	5.9	4.7	3.4	5.8	4.6	6.0
<b>5DLM</b>	5.1	5.6	6.7	6.5	4.6	5.0	-	5.4	6.8
<b>6LBLM</b>	6.9	1.4	-	7.0	2.5	2.9	-	1.5	7.0
<b>7MLM</b>	6.5	1.5	6.4	6.2	2.0	3.2	-	-	7.0
<b>8ULM</b>	6.6	6.4	6.2	6.0	2.9	4.2	6.3	4.0	6.9
<b>9ULM</b>	6.0	2.1	6.0	6.9	5.7	5.1	6	5.5	7.0
<b>10CLF</b>	6.6	6.8	6.5	6.7	3.8	4.4	4.3	2.1	6.6
<b>11CLM</b>	6.6	6.0	5.9	4.8	2.9	4.4	-	3.1	7.0
<b>12CLM</b>	7.0	5.6	6.8	6.9	6.1	4.7	6.8	5.3	7.0
<b>13ULF</b>	5.2	3.1	5.7	5.5	3.3	2.7	3.7	2.9	6.9
<b>14CLF</b>	6.4	1.9	5.6	6.2	1.8	4.2	5.5	2.3	6.6
<b>15LBLM*</b>	5.5	6.9	6.3	6.6	2.4	4.4	-	4.9	7.0
<b>16MLM*</b>	6.5	4.3	5.0	6.8	4.8	2.2	4.9	5.5	6.9
<b>17ULF*</b>	6.0	4.1	5.5	5.4	4.1	3.9	5.6	3.8	6.4
<b>18CLM*</b>	7.0	5.9	5.4	6.4	2.8	6.2	5.5	3.3	7.0
<b>19ULM*</b>	6.3	6.2	6.2	6.1	5.9	5.3	4.7	5.6	6.6
<b>20LBLM</b>	6.3	5.2	5.2	5.7	5.5	3.8	-	-	5.9
<b>Average Rating EMs</b>	<b>6.3</b>	<b>4.6</b>	<b>5.9</b>	<b>6.1</b>	<b>4.0</b>	<b>4.2</b>	<b>5.4</b>	<b>3.9</b>	<b>6.8</b>
<b>Average Rating ALL</b>	<b>6.2</b>	<b>4.4</b>	<b>5.8</b>	<b>5.9</b>	<b>3.9</b>	<b>4.1</b>	<b>5.1</b>	<b>3.6</b>	<b>6.7</b>

\* Elected Members with Female Chief Executive



### Comparison of Ratings for Elements C & D All Respondents

Among Chief Executive Respondents, the average rating for Element C – Female – ‘Good Fit’, as 5.7. The average rating for the Element D – Male – ‘Good Fit’ was 5.6. This difference of only .1, suggests that Chief Executives as a whole see ‘Good Fit – Female’ Chief Executives as a marginally better fit than ‘Good Fit – Male’ Chief Executives.

Interestingly, this finding is reversed among Elected Member respondents , where the average rating for Element C – Female – ‘Good Fit’, as 5.9. The average rating for the Element D – Male – ‘Good Fit’ was 6.1. This difference (.2), suggests that Elected Members see ‘Good Fit – Male Chief Executives as a marginally better fit than ‘Good Fit – Female’ Chief Executives.

For all respondents, the average score for Good Fit Male - Element D (5.9) was higher than the average score for Good Fit Female -Element C (5.8).

### Comparison of Ratings for Elements E & F All Respondents

Among all Chief Executive respondents, the average rating for Element E – Female – ‘Poor Fit’, was 3.8. The average rating for the Element F – Male – ‘Poor Fit’ was 4.1. This difference of only .3, suggests that Chief Executive Respondents see ‘Poor Fit – Female Chief Executives as a marginally worse fit than ‘Poor Fit – Male’ Chief Executives.

Among Elected Member respondents, the average rating for Element E – Female – ‘Poor Fit’, was 4.0. The average rating for Element F – Male – ‘Poor Fit’ was 4.2. This difference (.2), suggests that Elected Members Respondents see ‘Poor Fit – Female Chief Executives as a marginally worse fit than ‘Poor Fit – Male’ Chief Executives.

These findings for Chief Executive respondents and Elected Member respondents, are mirrored in the findings for all Respondents, with the average rating for Element E – Female – ‘Poor Fit’ being 3.9 and the average rating for Element F – Male – ‘Poor Fit’ being 4.1, suggesting that all respondents found ‘Poor fit’ Female Chief Executives to be a slightly worse ‘Fit’ than ‘Poor fit’ Male Chief Executives.

## **5.6 Summary of PCA Findings**

In the first part of this chapter we have explored in depth, the PCA results of one respondent 1DCEF. This was done to demonstrate the huge amount of data that one repertory grid interview can generate, and to give an example of the type of analysis and output the Principal Component Analysis (from GridLab programme) is capable of.

However, given the purpose of this research, it is clear that only some of this analysis can lend itself to nomothetic uses required by this research. Fransella and Banister (1977) warn about the dangers of getting caught up in the number game. . “Programmes have become more and more complex until it is virtually impossible to see how the printout bears any resemblance to what the person actually did when she filled out the grid”. They remind us that there are many interesting things that can be done working directly with the grid’s raw data (p73).

### Summary of key findings

#### Variance Accounted for by first and second components

On average the sample has a less well differentiated system of dimensions for perceiving others’ behaviours (i.e. less cognitively complex) when considering the domain of ‘Fit’ (against Smith’s 1996a guidelines), with Chief Executives having a slightly more differentiated system of dimensions for perceiving others’ behaviours, than their Elected Members colleagues. There was little difference between male and female respondents.

### A – I Distance

The distance between Element A (Current Chief Executive) and Element I (Ideal Chief Executive) suggests that most Chief Executives feel they ‘fit’ the ‘Ideal Chief Executive’ profile quite well. Most Elected members also feel their Chief Executives fit the ‘Ideal Chief Executive’ profile quite well. Male Chief Executives see themselves as a ‘marginally better fit’ than female Chief Executives.

### I – B Distance

The distance between Element I (Ideal Chief Executive) and Element B (Immediate Past Chief Executive) indicate how respondents feel about the immediate past Chief Executive. On average these distances are large, suggesting a lack of fit with the ‘Ideal Chief Executive profile’, but there are several notable exceptions to this indicating that the Immediate Past CE is still held in high regard in some authorities in the research sample. This is an area for further research.

### Average Ratings

Analysis of the ‘average ratings’ given by respondents to male and female elements demonstrated some sex differences in scoring across the elements.

Overall Male Chief Executive respondents scored themselves closer to the ‘Ideal Chief Executive’, than did female Chief Executives. Male Elected Member respondents scored their Current Chief Executive higher than did female Elected Members, but the distance between the Current CE and the Ideal CE scores was the same for both sexes.

Female Chief Executive respondents scored ‘Female Good Fit Chief Executives’ slightly higher than ‘Male Good Fit Chief Executives’. Male Chief Executive respondents scored these two Elements the same. Both Male and Female Elected Members scored ‘Female Good Fit Chief Executives’ slightly LOWER than ‘Male Good Fit Chief Executives’.

Female Chief Executive respondents scored ‘Female Poor Fit Chief Executives’ slightly LOWER than ‘Male Poor Fit Chief Executives’. Male Chief Executives did the same.

Both Male and Female Elected Member respondents scored 'Female Poor Fit Chief Executives' slightly LOWER than 'Male Poor Fit Chief Executives'

Chief Executive respondents as a whole, see 'Good Fit – Female' Chief Executives as a marginally better fit than 'Good Fit – Male' Chief Executives, but among All Elected Member respondents, 'Good Fit – Male' Chief Executives as seen as a marginally better fit than 'Good Fit – Female' Chief Executives.

Chief Executive respondents as a whole, see 'Poor Fit – Female Chief Executives as a marginally worse fit than 'Poor Fit – Male' Chief Executives, and this is mirrored by the Elected Member respondents.

The most interesting result from these analyses is the *differential scoring* of female and male Elements, by both Chief Executives respondents and Elected Member respondents. In particular, this is worrying given the Elected Members role as the final decision maker in any Chief Executive appointment process, and suggests that sex role stereotyping may be a factor in how they construe male and female applicants. For more on this see Chapter 7, Discussion of Results.

## 6.0 CONTENT ANALYSIS

This section focuses on the second major approach to the analysis of the research data, - that of content analysis.

### 6.1 Introduction

*The research sets out to investigate the construction of 'fit', among newly appointed local Government Chief Executives and the Elected Member responsible for their appointment. In addition it seeks to investigate, whether these constructions differ between Chief Executives and Senior Elected Members, and between male and female Chief Executives and Senior Elected Member.*

A reminder of the agreed research questions are set out below.

#### Research Questions

- (1) How do Chief Executives construe person-organisation fit ?
- (2) How do Senior Elected Members responsible for the CE appointment decision, construe fit?
- (3) Are there differences between how Chief Executives and Senior Elected Members construe fit?
- (4) Are there differences between how Male and Female Chief Executives and Elected Members construe fit?

Content analysis allows the researcher to focus on these Research Questions.

In order to investigate these differences, the research analysis needed to move beyond the ‘individual’ (or idiographic) as explored earlier in Chapter 5, (the individual subject’s Principal Component Analyses), to look at the wider sample. This move from the idiographic to the nomothetic means the data inevitably loses granularity, but greatly assists with generalisability of the results to the wider population.

## **6.2 Process**

Content Analysis provides an acceptably rigorous mechanism for identifying the common and most important constructs across the 40 Interviews. The 40 Subjects generated a total of 599 constructs.

### Generation of Construct Categories

The list of the 599 individual constructs were sent to the second coder. First and second coders worked independently and at different locations. The constructs were scanned independently by both coders looking to group together constructs with common meanings. The clusters of constructs with common meaning were then given ‘category titles’ by each coder.

The two coders then met to view each others work, and were pleased to find much overlap in both the ‘category content’, and the ‘category labels’. An important issue arising at this stage was that of agreeing the ‘level of analyses’. The first coder had initially identified 17 large categories, the second coder had identified 33 smaller categories. After some discussion about the objectives of the research, and further scanning of each coder’s constructs and category labels, it was agreed that several of the second coder’s categories could be collapsed into fewer but larger more meaningful categories. These groups of constructs were then allocated a *Construct Category Label*, to try to capture the ‘meaning’ of the cluster. The agreed category labels were generated by both coders at this meeting, and 19 ‘higher order’ categories were agreed.

Some constructs were initially double coded. However, after discussion between the two coders it was agreed that all constructs should only be coded to one category. This would avoid any difficulties in using frequency as a main approach to the analysis. Each of the double coded constructs were *recoded* to a single construct grouping in order to capture the 'strongest' meaning within the construct. For example, the construct elicited from one respondent was "Dynamic, would make change happen". This construct could clearly be coded to two construct categories - '**15. Energetic, Dynamic and Drive**' category and '**11. Change Management**' category. After discussion between the two coders it was agreed that the '*strongest meaning*' within the construct was Dynamic, and this construct was thus allocated to construct grouping '15. Energetic, Dynamic and Drive'. As a result the 599 constructs were each allocated to one construct category.

#### Allocation of Constructs to Categories

The 599 constructs were then independently coded by both Coders to the original 19 categories. There was an initial agreement between the two coders of . 83%. Those constructs where there was disagreement among the Coders were identified and a discussion allowed many of these constructs to be allocated by mutual agreement.

Both coders found that two categories, **Strategic** and **Communication Skills**, had very small numbers of constructs within them (both coders had under 12 in each category). It was agreed to combine Category **Strategic** with Category **7. Vision** and to combine the constructs in **Communication Skills** with those in **Category 5. Interpersonal and or Relationship Skills**, and to alter the construct definitions to reflect this. This resulted in 17 Construct Categories being agreed as the final categories for the data. These can be found at Table 6.0.

After a final re-coding of all constructs to the agreed 17 categories, the two coders reached 93% agreement. This is in excess of Kassarijian's (1977) suggested minimum of 85%. Forty seven constructs, could not be mutually agreed. By agreement with the

second coder these final 47 constructs were included in the content analysis under the *first Coder's categories*. (The list of these 47 constructs with both first and second coders allocations can be found at Appendix E).

Both the contrast pole and the Interview transcripts were referred to when the construct itself was ambiguous. Twenty seven constructs were allocated to the Category 17. Other, as both coder's agreed that they could not be assigned to 16 categories (See Table 6.2 below).

### **6.3 Construct Categories**

The content analysis produced 16 categories, with 27 constructs remaining unclassified. These 27 constructs were assigned to '**Other**', and the content of this group will be discussed at the end of this section. Table 6.0 below presents the list of construct categories, the number of constructs in each category, and the rank order of these construct categories.



*Table 6.0: Construct Categories*

<b>CONSTRUCT CATEGORIES</b>	<b>No of Constructs (% of total) n=599</b>	<b>Frequency Rank Order</b>
<b>1. Tough, Confident &amp; Courageous</b> , – Self Confident, Decisive, Brave, Challenges, Willing to take Risks	57	<b>1</b>
<b>2. Inspires Respect/Confidence</b> - Has Influence, Takes People/Staff with Them	44	<b>2</b>
<b>3. Political Sensitivity</b> - Understands Role of Politicians in Local Democracy and Local Governance	43	<b>3=</b>
<b>4. Consultative, Collaborative, Empowering Style</b> – Inclusive, Focused on Developing Others, good at Team Building and Team Working (Internal Partnership Skills)	43	<b>3=</b>
<b>5. Interpersonal, Relationship Building , and Communication Skills</b> – Approachable, Good at Communicating, People Focus	41	<b>5</b>
<b>6. Commitment</b> – To Staff, Organisation, Town, Area, Customers, Public Sector (Wanted This Job)	39	<b>6</b>
<b>7. Vision</b> – Has Vision for Organisation & Clarity of Purpose, Strategic	37	<b>7</b>
<b>8. Intellectually Capable Of Dealing with Complex Issues</b> - Competent and Can Take Difficult Decisions/Solve Difficult Problems and Be Directive	36	<b>8</b>
<b>9. Effective, Delivers Outcomes</b> - Gets Things Done	35	<b>9</b>
<b>10. Previous Experience</b>	34	<b>10</b>
<b>11. Change Management</b> – Embraces, Encourages and Leads Change	33	<b>11=</b>
<b>12. Innovative and or Creative</b> – A Lateral Thinker, Flexible, Open to New Ideas & Experiments, Encourages Learning	33	<b>11=</b>
<b>13. Trust, Integrity, Honesty</b>	31	<b>13</b>
<b>14. External Partnership Skills</b> - Networking, Promoting the Organisation, Building External Partnerships, External Figure Head Role	26	<b>14</b>
<b>15. Energetic, Dynamic</b> - Focused, Has Drive	25	<b>15</b>
<b>16. Personal Liking</b> - "I can work with them"	14	<b>16</b>
<b>17. Other</b> (Cannot allocate sensibly to any category)	28	-
<b>TOTAL NUMBER</b> (Total Percentage)	<b>599</b>	-

An example of the constructs allocated to category ‘3. **Political Sensitivity** - Understands Role of Politicians in Local Democracy and Local Governance’ - from the first 20 respondents is presented below.

**Table 6.1: 3. Political Sensitivity Constructs – from first 20 respondents**

Respondent	Positive Pole of Construct
1DCEF	Able to use language and terminology which are acceptable to elected members
1DCEF	Male(L) Would find it easier to fit into prevailing political culture
3DLM	Was able to accept and fit into the Political drive, even if against their wishes
3DLM	Would accept the situation because of Political drive even though it may not be professionally what is best
3DLM	Would understand and adjust to Political drive
4DCEF	Politically astute
4DLM	Can manage the political components and Councillor expectations
5DLM	Has an appreciation of the role and dignity of mayoralty function
5DCEM	Understands the political complexities and workings
6LBLM	Can put up with Leader and his Team
6LBCEM	Would find no problem with ‘Officers advise – Members decide’
7MLM	Common perception of LG (L) Recognize the importance of Member-Officer relationships & doing things in a ‘proper’ way-suited to (this authority)
7MCEM	Would provide strong leadership while anticipating the political requirements
7MCEM	Organisation Fit (L) Fit for purpose to achieve the Council’s objective
7MCEM	Proven ‘political nous’ (L) understands the culture of Labourism and how it is changing for current Leadership
7MCEM	Know the requirements of the political leadership (and plan for delivery of what council wants to achieve)
8UCEM	Have respect for the role of members
8UCEM	Empathy with democratic choice (Management rationality isn’t enough)
9ULM	Make Council work as a collective body
9ULM	Good knowledge/understanding of politics(especially working with all political parties)
9ULM	Fit in with the style of leadership
10CLF	Has good soft ‘p’ political skills works effectively with councillors
10CLF	Was able to continue with the political ambitions in an even handed way

An inspection of the above table indicates the variety of constructs within this category, but in all cases coders agreed that the underlying intended meaning was primarily focused on the need for Chief Executives who ‘fitted’ to have **Political Skills**.

#### Category 17. ‘Other’

Twenty Seven constructs were allocated to the ‘Other’ category as they could not be meaningfully or sensibly allocated to any of the 16 existing construct categories. The categorisation procedure had included checking the ‘contrast pole’ of all constructs where the meaning was unclear or could have been ambiguous. Within category 17. –‘ Other’,

however, there was found to be a number of similar themes. Albeit, few in number they are worth mentioning here. The first is the theme of ‘Sense of Humour’. Eight constructs were identified with ‘Sense of Humour’ as their focus. Six of these constructs were from female respondents and 2 were from male respondents.

**Table 6.2: 17. ‘Other’ Constructs**

<b>Respondent</b>	<b>Positive Pole of Construct</b>
<b>Sense of Humour</b>	
1DCEF	Better developed sense of humour (L) Is better engaged and makes connections with people
7MLM	Sense of humour, funny (L) important in dealing with the pressure and can improve member-officer relationship
7MCEM	Sense of Humour
8UCEM	Like people(L) Sense of humour, shared experiences
15LBCEF	Wicked sense of humour, don't take yourself too seriously. A personal survival tool, remove friction our of situations – a stress buster
16MCEF	Sense of humour, would joke, has the self confidence to laugh with Members, easy manner with Members
17UCEF	Do not take themselves too seriously, use humour. Can build relationships with Members
18CCEF	Have a sense of humour & sense of perspective, not over important
<b>Leadership</b>	
1DLM	Is able to give a clear steer at leadership
2DLM	Better Leaders
5DLM	Has presence and leadership
5DCEM	Gives the impression and leadership
6LBLM	Leaders, make things happen, and think quickly and motivate staff, build teams & create waves
15LBLM	Ability to lead
<b>Not Status Conscious/Self Effacing</b>	
12CCEM	Don't need high personal status
12CCEM	Put other people before themselves (leads and supports)
12CCEM	Instinctive ness
8UCEM	Self-effacing(L)Recognising you are an important part of the works , but not the only part
17UCEF	Don't need to exercise personal control (Don't need to control, don't need to be at epicenter)
<b>Management</b>	
19ULM	Attention to the job – they know the agenda
19ULM	Would ensure internal workings of authority were smooth
4DCEF	Good administratively
9ULM	Sound management skills
<b>Various</b>	
15LBCEF	Would make it clear to people that they need a good work-life balance
1DCEF	Have to work less hard at being accepted
4DLM	Able to divorce personal feelings from professional relationship
5DLM	Capable of role play
5DCEM	Someone who understands and respects tradition

A further six respondents referred to the theme of ‘Leadership’ in their repertory grid interviews. Again it was unclear what was meant by this term, and ideally this construct

should have been laddered further to explore each respondent's meaning. As a result these constructs could not be allocated to any of the existing categories. Three respondent's identified a 'Not status conscious/Self effacing' theme. This resulted in a group of 5 constructs grouped under this sub-category. There was a group of 4 constructs (from 3 respondents) which referred to 'management' or 'administrative ability' as a theme, but there was insufficient numbers in each of the above case to warrant creating further categories.

Details of the constructs within all Construct Categories can be found at Appendix F.

#### **6.4 Frequency as a Measure of Importance**

The *frequency* count is a common method of analysing Repertory Grid outputs from a group of respondents. Frequency counts and content analysis . . . “are concerned with analysing the content of the Grid, and the remaining three methods, [namely visual focusing, cluster analysis, and principal components analysis] analyse not only the content but also the relationships”. In frequency count analysis you simply count the number of times particular elements or constructs are mentioned. (Stewart 1997).

Repetition, or the generation of a number of the same (or similar) constructs within an Individual's Grid, is an indication of how important that issue is to the Respondent. However, as Goffin (2002) says when critiquing Fournier's (1997) group based research “ The frequency with which the constructs are mentioned does *not* relate necessarily to their importance”. (p221). Importance on an individual level should not be confused with importance at a 'group level'. “Frequency count is most often used when a sample of people have been interviewed and you want to look for common trends” (Stewart 1997).

At the 'group level', frequency counts are a little more difficult, because it is not often that the same constructs are produced by several people. However Stewart (1997) suggests that it is common to select a 'group of constructs' and use frequency counts to see how they are used. When frequency-counts are used to analyse constructs at a 'group level', *total frequency* (total number of constructs, generated by the total sample within a

particular construct grouping – See Table 6.1) although important, is less useful than *the frequency of individual respondents that have at least one construct in the category*. This then gives an indication of how much *agreement* there is among the sample and sub-samples, that the Construct Category concerned is an important part of a *group construction* of ‘Fit’.

Hence, the *frequency* referred to in the tables which follow, refer to *the frequency (or number) of individual respondents that have at least one construct in the category*, and gives an indication of the level of agreement among the research sample. It is reasonable to assume that a high level of agreement may also suggest the centrality (and hence, possibly, the importance) of the construct grouping to the *group construction* of ‘Fit’.

For example, Table 6.0 identifies that there were 57 constructs that could be categorised under Category 1- **‘Tough, Confident & Courageous’**. However Table 6.3 shows that these 57 constructs were generated by 29 Respondents. Some respondents have generated a number of the constructs within this category, while other respondents have not generated any.

The following analyses are based on frequency as *‘a measure of agreement’*, - the greater the number of subjects that have identified at least one construct in the construct category, the more agreement there is among this sample that this category is an important part of ‘Fit’. In addition, because of the uneven and small sizes of the sub-samples being analysed (e.g. Female=12 and Males=28) *percentages* are used to aid direct comparison of the data.

For Example, Table 6.3 shows that within Construct Category 1 - **‘Tough, Confident, Courageous’** 29 Respondents (73% of all Respondents) have identified at least one construct within this category. However within the Construct Category 14 – **‘External Partnership Skills’**, only 13 Respondents (33% of the all Respondents) have identified at least one construct within this category. There is a high level of agreement among the research sample that Construct Category 1 - **‘Tough, Confident, Courageous’**, is an

important part of the collective ‘group construction’ of ‘Fit’. There is much less agreement that Construct Category 14 – ‘**External Partnership Skills**’, is an important part of the collective ‘group construction’ of ‘Fit’.

In addition, each Construct Category has been given a Rank, based on *the number of individual subjects that have at least one construct in the category* to further aid comparisons of sub-sample differences. A note of warning here, sub-sample sizes are small and although results point to some interesting trends, they may not be significant.

## **6.5 Chief Executives and Elected Members**

Table 6.3 compares Chief Executive’s rank order of Construct Categories with Elected Member’s rank order of Construct Categories. It shows some differences in how Chief Executives and Elected members construe ‘Fit’. (Percentages are rounded).

**Table 6.3: Frequency Table: Number of Chief Executive and Elected Member Respondents Having At Least One Construct in this Category**

<b>Construct Category</b> <i>(Label)</i>	<b>CHIEF EXECUTIVES</b>	<b>ELECTED MEMBERS</b>	<b>ALL RESPONDENTS</b>
<b>Construct Categories</b>	<i>N=20</i>	<i>N=20</i>	<i>N=40</i>
<b>1. Tough, Confident &amp; Courageous</b>	15 (75%) Rank 1	14 (70%) Rank 2=	29 (73%) Rank 1
<b>2. Inspires Respect / Confidence</b>	10 (50%) Rank 10=	15 (75%) Rank 1	25 (63%) Rank 3=
<b>3. Political Sensitivity</b>	12 (60%) Rank 4=	14 (70%) Rank 2=	26 (65%) Rank 2
<b>4. Consultative, Collaborative, Empowering Style</b>	14 (70%) Rank 2=	11 (55%) Rank 7=	25 (63%) Rank 3=
<b>5. Interpersonal, Relationship Building , and Comm. Skills</b>	14 (70%) Rank 2=	10 (50%) Rank 10=	24 (60%) Rank 5=
<b>6. Commitment</b>	11 (55%) Rank 8=	11 (55%) Rank 7=	22 (55%) Rank 7=
<b>7. Vision</b>	9 (45%) Rank12=	11 (55%) Rank 7=	20 (50%) Rank 11=
<b>8. Intellectually Capable Of Dealing with Complex Issues</b>	10 (50%) Rank 10=	12 (60%) Rank 4=	22 (55%) Rank 7=
<b>9. Effective, Delivers Outcomes</b>	11 (55%) Rank 8=	8 (40%) Rank 14=	19 (48%) Rank 13
<b>10. Previous Experience</b>	12 (60%) Rank4=	12 (60%) Rank 4=	24 (60%) Rank 5=
<b>11. Change Management</b>	12 (60%) Rank4=	8 (40%) Rank 14=	20 (50%) Rank 11=
<b>12. Innovative and or Creative</b>	12 (60%) Rank4=	9 (45%) Rank12=	21 (53%) Rank 9=
<b>13. Trust, Integrity, Honesty</b>	9 (45%) Rank12=	12 (60%) Rank 4=	21 (53%) Rank 9=
<b>14. External Partnership Skills</b>	5 (25%) Rank15	8 (40%) Rank 14=	13 (33%) Rank 15
<b>15. Energetic, Dynamic</b>	7 (35%) Rank14	10 (50%) Rank 10=	17 (43%) Rank 14
<b>16. Personal Liking *</b>	2 (10%) Rank 16	8 (40%) Rank14 =	10 (25%) Rank 16
<b>Others</b>	10 (50%)	9 (45%)	19 (48%)

\*  $p \leq .05$  (see Appendix L, for Chi Squared tests of independence)

When describing their construction of ‘Fit’, Chief Executives describe the following profile in descending order of frequency (where there is over 60% agreement).

**Table 6.4: Common Constructs employed more by Chief Executives**

Common Construct	Chief Executive (Percentage) & Rank	Comparative Elected Member (Percentage) & Rank
<b>1. Tough, Confident &amp; Courageous</b>	(75%) Rank 1	(70%) Rank 2=
<b>4. Consultative, Collaborative, &amp; Empowering Style</b>	(70%) Rank 2=	(55%) Rank 7=
<b>5. Interpersonal, Relationship Building, and Comm. Skills</b>	(70%) Rank 2=	(50%) Rank 10=
<b>3. Political Sensitivity</b>	(60%) Rank 4=	(70%) Rank 2=
<b>10. Previous Experience</b>	(60%) Rank 4=	(60%) Rank 4=
<b>11. Change Management</b>	(60%) Rank 4=	(40%) Rank 14=
<b>12. Innovative and or Creative</b>	(60%) Rank 4=	(45%) Rank 12=

Clearly, a large number of Chief Executives agree that the constructs of **1. Tough, Confident, Courageous (75%)**; **4. Consultative, Collaborative, & Empowering Style (70%)**; and **5. Interpersonal Relationship Building and Communication Skills (70%)**, (shaded) are important components of their construction of ‘Fit’. Elected Members are however, not in total agreement, with only 55% and 50% respectively, including constructs in the categories of 4. Consultative, Collaborative, & Empowering Style; and 5. Interpersonal Relationship Building and Communication Skills. Elected Members describe the following profile in descending order of importance, when describing their construction of ‘Fit’.

**Table 6.5: Common Constructs employed more by Elected Members**

Common Construct	Elected Member (Percentage) & Rank	Comparative Chief Executive (Percentage) & Rank
<b>2. Inspires Respect / Confidence</b>	(75%) Rank 1	(50%) Rank 10=
<b>1. Tough, Confident &amp; Courageous</b>	(70%) Rank 2=	(75%) Rank 1
<b>3. Political Sensitivity</b>	(70%) Rank 2=	(60%) Rank 4=
<b>8. Intellectually Capable Of Dealing with Complex Issues</b>	(60%) Rank 4=	(50%) Rank 10=
<b>10. Previous Experience</b>	(60%) Rank 4=	(60%) Rank 4=
<b>13. Trust, Integrity, Honesty</b>	(60%) Rank 4=	(45%) Rank 12=



Although Chief Executives and Elected Members are in general agreement about the importance of **‘Tough, Confident & Courageous’** (Ranked 1<sup>st</sup> by Chief Executives and ranked 2<sup>nd</sup> by Elected Members), **‘Political Sensitivity’** and **‘ Previous Experience’**, there is much less agreement about other constructs. For Example the category **‘Inspires Respect/ Confidence’** is ranked 1<sup>st</sup> by Elected Members (with 75% of EMs mentioning this in their Repertory Grid Interviews) but ranked only 10<sup>th</sup> by Chief Executives with only 50% of Chief Executives mentioning it in their Repertory Grid interviews.

Similarly, with the construct category **‘Interpersonal and Relationship Building Skills’**. This construct category was ranked 2<sup>nd</sup> by the Chief Executives, with 70% of the sub-sample mentioning it. It is ranked 10<sup>th</sup> by the Elected Members with only 50% of the EMs sub-group mentioning it. **‘Change Management’** skills are more often mentioned by Chief Executives (60% of subgroup), than by Elected Members (40% of subgroup), hence although an important part of the Chief Executive’s construction of ‘Fit’, is less likely to be always part of an Elected Member’s construction of ‘Fit’.

It becomes apparent that Chief Executives and Elected Members have different constructions of ‘Fit’. Given the different roles, experiences and perspectives of these two groups this may not be surprising. The identification of this ‘miss-match’ of views, is an important finding from this research. (This is extended further at the end of this chapter with comparisons of constructions from each Chief Executive - Elected Member pair.) These findings, could have a significant practical effect on how Chief Executive applicants present themselves in local government appointment procedures.

## **6.6 Sex Differences - Elected Members**

Research Question 4, focuses on exploring the differences if any, between how male and females construe ‘fit’.

Table 6.6, below gives a summary of the number of Elected Members who have identified at least one construct in each of the given categories. Unfortunately the number of female Elected Members was small, but this does reflect the national trend. There were four Female Elected Members in the sample and sixteen Male Elected Members.

Given the small sample size for female Elected Members, care must be taken in generalising the results. However it is interesting to note, that there appears to be some differences in how female and male Elected members construe 'Fit'; For example, only two of the four female Elected Members (50%) identified a construct detailing the need for a Chief Executive to be '**Tough, Confident & Courageous**', whereas twelve of the sixteen Male Elected Members (75%) identified at least one construct within the same category. This suggests that this category may be more central to a male Elected Member's construction of 'Fit' than to a female Elected Member's construction of 'Fit'.

**Table 6.6: Frequency Table: Number of Elected Member Respondents Having At Least One Construct In This Category by Sex**

<b>Construct Category (Label)</b>	<b>FEMALE ELECTED MEMBERS</b>	<b>MALE ELECTED MEMBERS</b>	<b>ALL ELECTED MEMBERS</b>
<b>Construct Categories</b>	<i>N=4</i>	<i>N=16</i>	<i>N=20</i>
<b>1. Tough, Confident &amp; Courageous</b>	2 (50%) Rank 9=	12 (75%) Rank 1=	14 (70%) Rank 2=
<b>2. Inspires Respect /Confidence</b>	3 (75%) Rank 3=	12 (75%) Rank 1=	15 (75%) Rank 1
<b>3. Political Sensitivity</b>	3 (75%) Rank 3=	11 (68.8%) Rank 3	14 (70%) Rank 2=
<b>4. Consultative, Collaborative, Empowering Style</b>	4 (100%) Rank 1=	7 (43.8%) Rank 9=	11 (55%) Rank 7=
<b>5. Interpersonal, Relationship Building , and Communication Skills</b>	3 (75%) Rank 3=	7 (43.8%) Rank 9=	10 (50%) Rank 10=
<b>6. Commitment</b>	2 (50%) Rank 9=	9 (56.3%) Rank 6=	11 (55%) Rank 7=
<b>7. Vision</b>	1 (25%) Rank 14=)	10 (62.5%) Rank 4=	11 (55%) Rank 7=
<b>8. Intellectually Capable Of Dealing with Complex Issues</b>	4 (100%) Rank 1=	8 (50%) Rank 8	12 (60%) Rank 4=
<b>9. Effective, Delivers Outcomes</b>	1 (25%) Rank 14=	7 (43.8%) Rank 9=	8 (40%) Rank 14=
<b>10. Previous Experience</b>	3 (75%) Rank 3=	9 (56.3%) Rank 6=	12 (60%) Rank 4=
<b>11. Change Management</b>	1 (25%) Rank 14=	7 (43.8%) Rank 9=	8 (40%) Rank 14=
<b>12. Innovative and or Creative</b>	2 (50%) Rank 9=	7 (43.8%) Rank 9=	9 (45%) Rank12=
<b>13. Trust, Integrity, Honesty</b>	2 (50%) Rank 9=	10 (62.5%) Rank 4=	12 (60%) Rank 4=
<b>14. External Partnership Skills</b>	3 (75%) Rank 3=	5 (31.3%) Rank 16	8 (40%) Rank 14=
<b>15. Energetic, Dynamic</b>	3 (75%) Rank 3=	7 (43.8%) Rank 9=	10 (50%) Rank 10=
<b>16. Personal Liking</b>	2 (50%) Rank 9=	6 (37.5%) Rank 15	8 (40%) Rank14 =
<b>Others</b>	0 (0%)	9 (56.25)	9 (45%)

(Note: Chi-Squared unable to be computed because of small sample sizes in some cells)

A close inspection of this frequency table suggests that Male and Female Elected Members ‘rank order’ many of the categories differently. When describing their construction of ‘Fit’, Female Elected Members would describe the following profile in descending order of importance.

**Table 6.7: Common Constructs employed more by Female Elected Members**

Common Construct	Female Elected Member (Percentage) & Rank	Comparative Male Elected Member (Percentage) & Rank
<b>4. Consultative, Collaborative, Empowering Style</b>	(100%) Rank 1=	(43.8%) Rank 9=
<b>8. Intellectually Capable Of Dealing with Complex Issues</b>	(100%) Rank 1=	(50%) Rank 8
<b>2. Inspires Respect / Confidence</b>	(75%) Rank 3=	(75%) Rank 1-
<b>3. Political Sensitivity</b>	(75%) Rank 3=	(68.8%) Rank 3
<b>5. Interpersonal, Relationship Building, and Communication Skills</b>	(75%) Rank 3=	(43.8%) Rank 9=
<b>10. Previous Experience</b>	(75%) Rank 3=	(56.3%) Rank 6=
<b>14. External Partnership Skills</b>	(75%) Rank 3=	(31.3%) Rank 16
<b>15. Energetic, Dynamic</b>	(75%) Rank 3=	(43.8%) Rank 9=

When describing their construction of ‘Fit’, Male Elected Members describe the following profile in descending order of importance.

**Table 6.8: Common Constructs employed more by Male Elected Members**

Common Construct	Male Elected Member (Percentage) & Rank	Comparative Female Elected Member (Percentage) & Rank
<b>1. Tough, Confident &amp; Courageous</b>	(75%) Rank 1=	(50%) Rank 9=
<b>2. Inspires Respect / Confidence</b>	(75%) Rank 1=	(75%) Rank 3=
<b>3. Political Sensitivity</b>	(68.8%) Rank 3	(75%) Rank 3=
<b>7. Vision</b>	(62.5%) Rank 4=	(25%) Rank 14=
<b>13. Trust, Integrity, Honesty</b>	(62.5%) Rank 4=	(50%) Rank 9=
<b>6. Commitment</b>	(56.3%) Rank 6=	(50%) Rank 9=
<b>10. Previous Experience</b>	(56.3%) Rank 6=	(75%) Rank 3=
<b>8. Intellectually Capable of Dealing with Complex Issues</b>	(50%) Rank 8	(100%) Rank 1=

This analysis suggests Male and Female Elected Members have quite different constructions of 'Fit'. Female Elected Members are looking for a **Consultative, Collaborative Style** and being **Intellectually Capable of Dealing with Complex Issues** above the Male Elected Member's priority of being **Tough, Confident and Courageous**. Both Male and Female Elected Members are in relative agreement however, on the need for Chief Executives to be **Politically Sensitive** and to **Inspire Respect and Confidence**. Male Elected Members value **Vision** (with 62.5% of respondents mentioning this construct), while Female Elected Members do not (25% mentioning this construct). Female Elected Members agree on the importance of **Interpersonal, Relationship Building, and Communication Skills; Previous Experience; External Partnership Skills** and being **Energetic, Dynamic** (with 75% of all female Elected members mentioning this in their construction of 'Fit').

The very small sample size of the Female Elected Member sub-sample (4) must be taken into account here, and care should be taken when generalising these results to the larger population. This is clearly an area needing further research.

## **6.7 Sex Differences - Chief Executives**

Table 6.9 gives a summary of the number of Chief Executives who have identified at least one construct in each of the given categories. There were 8 Female Chief Executives in the sample and 12 Male Chief Executives.

**Table 6.9: Frequency Table: Number of Chief Executive Respondents Having At Least One Construct In This Category by Sex**

<b>Construct Category (Label)</b>	<b>FEMALE CHIEF EXECUTIVES</b>	<b>MALE CHIEF EXECUTIVES</b>	<b>ALL CHIEF EXECUTIVES</b>
<b>Construct Categories</b>	<i>N=8</i>	<i>N=12</i>	<i>N=20</i>
<b>1. Tough, Confident &amp; Courageous</b>	6 (75%) Rank 2=	9 (75%) Rank 1=	15 (75%) Rank 1
<b>2. Inspires Respect /Confidence*</b>	2 (25%) Rank 12=	8 (66.7%) Rank 3=	10 (50%) Rank 10=
<b>3. Political Sensitivity</b>	4 (50%) Rank 7=	8 (66.7%) Rank 3=	12 (60%) Rank 4=
<b>4. Consultative, Collaborative, Empowering Style</b>	6 (75%) Rank 2=	8 (66.7%) Rank 3=	14 (70%) Rank 2=
<b>5. Interpersonal, Relationship Building , and Comm. Skills</b>	7 (87.5%) Rank 1	7 (58.3%) Rank 7=	14 (70%) Rank 2=
<b>6. Commitment**</b>	2 (25%) Rank 12=	9 (75%) Rank 1=	11 (55%) Rank 8=
<b>7. Vision</b>	2 (25%) Rank 12=	7 (58.3%) Rank 7=	9 (45%) Rank12=
<b>8. Intellectually Capable of Dealing with Complex Issues</b>	4 (50%) Rank 7=	6 (50%) Rank 7=	10 (50%) Rank 10=
<b>9. Effective, Delivers Outcomes</b>	5 (62.5%) Rank 4=	6 (50%) Rank 11=	11 (55%) Rank 8=
<b>10. Previous Experience</b>	5 (62.5%) Rank 4=	7 (58.3%) Rank 7=	12 (60%) Rank4=
<b>11. Change Management</b>	4 (50%) Rank 7=	8 (66.7%) Rank 3=	12 (60%) Rank4=
<b>12. Innovative and or Creative</b>	5 (62.5%) Rank 4=	7 (58.3%) Rank 7=	12 (60%) Rank4=
<b>13. Trust, Integrity, Honesty</b>	4 (50%) Rank 7=	5 (41.7%) Rank 13	9 (45%) Rank12=
<b>14. External Partnership Skills</b>	2 (25%) Rank 12=	3 (25%) Rank 14=	5 (25%) Rank15
<b>15. Energetic, Dynamic</b>	4 (50%) Rank 7=	3 (25%) Rank 14=	7 (35%) Rank14
<b>16. Personal Liking</b>	0 (0%) Rank16	2 (16.7%) Rank 16	2 (10%) Rank 16
<b>Others</b>	6 (75%)	4 (33.3%)	10 (50%)

\*p≤.05, \*\* p≤.1 (see Appendix L.(B), for Chi Squared tests of independence)

Like the Elected Member sub-group, Female and Male Chief Executives construe 'Fit' differently, and the 'rank order' of the construct categories is quite different for each sex. When describing their construction of 'Fit', Female Chief Executives describe the following profile in descending order of importance.

**Table 6.10: Common Constructs employed more by Female Chief Executive**

Common Construct	Female Chief Executives (Percentage) & Rank	Comparative Male Chief Executives (Percentage) & Rank
<b>5. Interpersonal, Relationship Building, and Comm. Skills</b>	(87.5%) Rank 1	(58.3%) Rank 7=
<b>1. Tough, Confident &amp; Courageous</b>	(75%) Rank 2=	(75%) Rank 1=
<b>4. Consultative, Collaborative, Empowering Style</b>	(75%) Rank 2=	(66.7%) Rank 3=
<b>9. Effective, Delivers Outcomes</b>	(62.5%) Rank 4=	(50%) Rank 11=
<b>10. Previous Experience</b>	(62.5%) Rank 4=	(58.3%) Rank 7=
<b>12. Innovative and or Creative</b>	(62.5%) Rank 4=	(58.3%) Rank 7=

When describing their construction of 'Fit', Male Chief Executives describe the following profile in descending order of importance.

**Table 6.11: Common Constructs employed more by Male Chief Executives**

Common Construct	Male Chief Executives (Percentage) & Rank	Comparative Female Chief Executives (Percentage) & Rank
<b>1. Tough, Confident &amp; Courageous</b>	(75%) Rank 1=	(75%) Rank 2=
<b>6. Commitment</b>	(75%) Rank 1=	(25%) Rank 12=
<b>2. Inspires Respect /Confidence</b>	(66.7%) Rank 3=	(25%) Rank 12=
<b>3. Political Sensitivity</b>	(66.7%) Rank 3=	(50%) Rank 7=
<b>4. Consultative, Collaborative, Empowering Style</b>	(66.7%) Rank 3=	(75%) Rank 2=
<b>11. Change Management</b>	(66.7%) Rank 3=	(50%) Rank 7=

Again this suggests that Female and Male Chief Executive's constructions of 'Fit' are different. Female Chief Executives construe 'Fit' as being about having good 'Interpersonal and Relationship Building Skills', possessing a 'Collaborative and Empowering Style', and being 'Tough, Confident and Courageous'. Male Chief

Executive's construe 'Fit' as being '**Tough, Confident and Courageous**', having '**Commitment**' and the ability to '**Inspire Respect and Confidence**'.

Women Chief Executives rank both 'Commitment' and 'Inspiring Respect' at 12 =, suggesting a different perception of what is important to 'Fit' the Chief Executive role.



## 6.8 Sex Differences – Whole Sample

**Table 6.12: Frequency Table: Number of Male and Female Respondents Having At Least One Construct In This Category**

<b>Construct Category (Label)</b>	<b>ALL MALE RESPONDENTS</b>	<b>ALL FEMALE RESPONDENTS</b>	<b>ALL RESPONDENTS</b>
<b>Construct Categories</b>	<i>N=28</i>	<i>N=12</i>	<i>N=40</i>
<b>1. Tough, Confident &amp; Courageous</b>	21 (75%) Rank 1	8 (66.7%) Rank 3=	29 (72.5%) Rank 1
<b>2. Inspires Respect /Confidence**</b>	20 (71.4%) Rank 2	5 (41.7%) Rank 11=	25 (62.5%) Rank 3=
<b>3. Political Sensitivity</b>	19 (67.9%) Rank 3	7 (58.3%) Rank 6=	26 (62.5%) Rank 2
<b>4. Consultative, Collaborative, Empowering Style **</b>	15 (53.6%) Rank7=	10 (83.3%) Rank 1=	25 (62.5%) Rank 3=
<b>5. Interpersonal, Relationship Building , and Comm. Skills*</b>	14 (50%) Rank 10=	10 (83.3%) Rank 1=	24 (60%) Rank 5=
<b>6. Commitment**</b>	18 (63.4%) Rank 4	4 (33.3%) Rank 14	22 (55%) Rank 7=
<b>7. Vision*</b>	17 (60.7%) Rank 5	3 (25%) Rank 15	20 (50%) Rank 11=
<b>8. Intellectually Capable Of Dealing with Complex Issues</b>	14 (50%) Rank 14=	8 (66.7%) Rank 3=	22 (55%) Rank 7=
<b>9. Effective, Delivers Outcomes</b>	13 (46.4%) Rank13	6 (50%) Rank 9=	19 (47.5%) Rank 13
<b>10. Previous Experience</b>	16 (57.1%) Rank 6	8 (66.7%) Rank3=	24 (60%) Rank 5=
<b>11. Change Management</b>	15 (53.6%) Rank 7=	5 (41.7%) Rank 11=	20 (50%) Rank 11=
<b>12. Innovative and or Creative</b>	14 (50%) Rank 10=	7 (58.3%) Rank 6=	21 (52.5%) Rank 9=
<b>13. Trust, Integrity, Honesty</b>	15 (53.6%) Rank 7=	6 (50%) Rank 9=	21 (52.5%) Rank 9=
<b>14. External Partnership Skills</b>	8 (28.6%) Rank 15=	5 (41.7%) Rank 11=	13 (32.5%) Rank 15
<b>15. Energetic, Dynamic</b>	10 (35.7%) Rank 14	7 (58.3%) Rank 6=	17 (42.5%) Rank 14
<b>16. Personal Liking</b>	8 (28.6%) Rank 15=	2 (16.7%) Rank 16	10 (25%) Rank 16
<b>Others</b>	13 (46%)	6 (50%)	19 (48%)

\*p ≤.05. \*\*p≤.1, (see Appendix L (C) for Chi Squared tests of independence)

These results, continue to demonstrate the differences between how males and females construe 'Fit'. Female Respondent's most frequently mentioned the '**Consultative, Collaborative, & Empowering**' construct (83.3% of all female respondents) and the '**Interpersonal, Relationship Building and Communication Skills**' construct category (83.3% of all female respondents). Nearly sixty-seven percent (66.7%) of female respondents identified the need to be '**Tough, Confident & Courageous**', '**Intellectually Capable of Dealing with Complex Issues**', and the need for specific '**Previous Experience**'. Fifty-eight percent (58.3%) of all Female Respondents thought that being '**Political Sensitivity**', '**Innovative and or Creative**', and '**Energetic, Dynamic**' were all important parts of 'Fit' in the Chief Executive job.

*Table 6.13: Common Constructs employed more by ALL FEMALE Respondents*

Common Construct	All Female Respondents (Percentage) & Rank	Comparison with All Male Respondents (Percentage) & Rank
<b>4. Consultative, Collaborative, Empowering Style</b>	(83.3%) Rank 1=	(53.6%) Rank 7=
<b>5. Interpersonal Relationship Building Skills and Comm. Skills</b>	(83.3%) Rank 1=	(50%) Rank 10=
<b>1. Tough, Confident &amp; Courageous</b>	(66.7%) Rank 3=	(75%) Rank 1
<b>8. Intellectually Capable Of Dealing with Complex Issues</b>	(66.7%) Rank 3=	(50%) Rank 14=
<b>10. Previous Experience</b>	(66.7%) Rank 3=	(57.1%) Rank 6
<b>3. Political Sensitivity</b>	(58.3%) Rank 6=	(67.9%) Rank 3
<b>12. Innovative and or Creative</b>	(58.3%) Rank 6=	(50%) Rank 10=
<b>15. Energetic, Dynamic</b>	(58.3%) Rank 6=	(35.7%) Rank 14

Analyses of constructs from all Male Respondents, produced a slightly different picture of the most important components of 'Fit'.

*Table 6.14: Common Constructs employed more by ALL MALE Respondents*

Common Construct	All Male Respondents (Percentage) & Rank	Comparison with All Female Respondents (Percentage) & Rank
<b>1. Tough, Confident &amp; Courageous</b>	(75%) Rank 1	(66.7%) Rank 3=
<b>2. Inspires Respect /Confidence</b>	(71.4%) Rank 2	(41.7%) Rank 11=
<b>3. Political Sensitivity</b>	(67.9%) Rank 3	(58.3%) Rank 6=
<b>6. Commitment</b>	(63.4%) Rank 4	(33.3%) Rank 14
<b>7. Vision</b>	(60.7%) Rank 5	(25%) Rank 15
<b>10. Previous Experience</b>	(57.1%) Rank 6	(66.7%) Rank 3=
<b>4. Consultative, Collaborative, Empowering Style</b>	(53.6%) Rank 7=	(83.3%) Rank 1=
<b>11. Change Management</b>	(53.6%) Rank 7=	(41.7%) Rank 11=
<b>13. Trust, Integrity, Honesty</b>	(53.6%) Rank 7=	(50%) Rank 9=

Male Respondents rank ‘**Tough, Confident, Courageous**’ (75%), ‘**Inspires Respect/Confidence**’ (71.4%), and ‘**Political Sensitivity**’ (67.9%) as the three construct categories most commonly associated with ‘Fit’. With the exception of ‘**Tough, Confident, Courageous**’, Female Respondents disagree with Male Respondent’s rank ordering. Females and Males differ markedly on the centrality of the ‘**Inspires Respect/Confidence**’ construct grouping, with Male Respondents ranking this construct second, and females ranking it eleventh. **Political Sensitivity**’ is ranked slightly lower in importance (and hence centrality) by females with it appearing at Rank 6= for females and Rank 3 for males. Larger discrepancies between male and female ranking can be seen with the construct groupings ‘**Commitment**’ and ‘**Vision**’ with males giving these two construct groupings rankings of 4 and 5 respectively, while female respondents see them as much less important at rankings of 14 and 15 respectively.

These findings, where female respondents include a larger number of consultative/collaborative, relationship/ communication constructs in their descriptions of ‘Fit’ suggests that consultative/collaborative behaviours, communication and relationship behaviours are more important to females respondent’s than to male respondents. This speculation is consistent with findings from gender difference research which suggest that females are more communication minded and person oriented than males (Pearson

1985). Sypher & Zorn (1988) in studying individual differences and construct system content in descriptions of liked and disliked co-workers, found that female employees included a larger proportion of communication related constructs in their descriptions of liked co-workers than did male employees. Their study suggested that communication and communication related constructs may be more important to female than to male employees when evaluating liked colleagues.

Similarly the findings, where male respondents include a larger number of constructs centred on Inspiring Respect/Confidence, Commitment and Vision in their descriptions of 'Fit' suggest that Inspiring Respect/Confidence, Commitment and Vision behaviours are more important to males respondent's (as a group) than to females respondents (as a group).

Tough, Confident, Courageous, Inspiring Respect/Confidence and having Political Sensitivity is common to both male and female constructions of 'Fit'. These components of 'Fit' are likely to be important, and hence central to the 'Chief Executive' construction of 'Fit'.

NOTE: Similar detailed analysis was also undertaken using the following variables - 'Type' of Authority, Political Party, Internal/External Chief Executive, and Age of respondent. These variables were revealed to have limited effect on the respondent's construction of 'Fit' (see Appendix G - K), and few results were found to be statistically significant.

## **6.9 Chief Executive- Elected Member Pairs – Percentage Agreement**

The constructs from each Chief Executive – Elected Member Pair were analysed to explore to what degree there was agreement about the construction of 'fit'. For consistency, this analysis was undertaken using the 16 Construct categories used in the content analysis above. Each 'Chief Executive-Elected Member Pair's' constructs were

compared against the 16 Construct categories. An Example from CE-EM Pair 1 (Chief Executive 1DCEF and Elected Member 1DLM) is presented below. Agreement is where both parties had at least one construct in the construct category concerned.

**Table 6.15: Agreement between CE-EM Pair – Authority 1**

<b>Construct Category</b> <i>(Label)</i>	Respondent 1DLM No of constructs	Respondent 1DCEM No of constructs	Agreement Y/N
<b>1. Tough, Confident &amp; Courageous</b>	1	1	Y
<b>2. Inspires Respect / Confidence</b>	3	0	N
<b>3. Political Sensitivity</b>	0	2	N
<b>4. Consultative, Collaborative, Empowering Style</b>	0	2	N
<b>5. Interpersonal, Relationship Building and Comm. Skills</b>	0	1	N
<b>6. Commitment</b>	2	1	Y
<b>7. Vision</b>	3	0	N
<b>8. Intellectually Capable Of Dealing with Complex Issues</b>	0	0	N
<b>9. Effective, Delivers Outcomes</b>	2	3	Y
<b>10. Previous Experience</b>	0	0	N
<b>11. Change Management</b>	1	1	Y
<b>12. Innovative and or Creative</b>	0	1	N
<b>13. Trust, Integrity, Honesty</b>	0	0	N
<b>14. External Partnership Skills</b>	4	0	N
<b>15. Energetic, Dynamic</b>	1	1	Y
<b>16. Personal Liking</b>	0	0	N
<b>Others</b>	1	2	n/a
<b>Total Number of Constructs</b>	18	15	n/a

In the above case of CE-EM Pair 1, there are five construct categories out of the total of 16 categories, where both the Chief Executive and the Elected Member have at least one construct. This suggests a 32% (5/16) agreement between the Chief Executive and Elected Member pair in how they construe ‘fit’. All other Dyads were analysed in the same way. The results are shown in the table below. The table also includes details of whether the Chief Executive had been an internal or an external appointment and the length of time the Chief Executive had been in post. These external variables were included as it is could be argued that internally appointed Chief Executives may be more aware of the culture and ‘Fit’ requirements, than externally appointed Chief Executives (and hence may have a more similar perception of ‘Fit’ to that of their Elected Member partner). Similarly, research has found that tenure moderates ‘Fit’ (Ostroff & Rothausen, 1997) and longer standing Chief Executives may have a closer or similar perception of ‘Fit’ to that of their Elected Member partner. The sex of each Chief Executive –Elected

Member pair were also included to explore whether same sex pairs might have a more similar perception of 'Fit'.

**Table 6.16: Percentage Agreement with CE-EM Pairs by 'Type' of Authority**

Authority Number and 'Type'	CE was Internal /External Appointment	Months CE has been in post	Sex of CE-EM pair	Number of Construct Groupings where there was agreement (N=16)	Percentage Agreement between CE and EM
1 District	E	24	F-M	5	32%
2 District	E	3	M-M	2	13%
3 District	I	19	F-M	3	19%
4 District	E	10	F-M	7	44%
5 District	I	19	M-M	6	38%
Average Agreement for Districts				4.6	29%
6 London Borough / Metropolitan Authority	E	2	M-M	3	19%
7 London Borough / Metropolitan Authority	E	9	M-M	6	38%
15 London Borough / Metropolitan Authority	E	8	F-M	1	7%
16 London Borough / Metropolitan Authority	E	7	F-M	3	19%
20 London Borough / Metropolitan Authority	I	5	M-M	8	50%
Average Agreement for London Borough/Metropolitan Authorities				4.2	27%
10 County	I	9	M-F	2	13%
11 County	E	2	M-M	2	13%
12 County	E	3	M-M	8	50%
14 County	E	3	F-M	6	38%
18 County	I	8	F-M	5	32%
Average Agreement for Counties				4.6	29%
8 Unitary	I	13	M-M	4	25%
9 Unitary	I	4	M-M	5	32%
13 Unitary	I	4	M-F	7	44%
17 Unitary	E	6	F-F	6	38%
19 Unitary	E	3	F-M	3	19%
Average Agreement for Unitaries				5	32%

The average percentage agreement for CE-EM pairs from District Councils was 29%. The average percentage agreement for CE-EM pairs from London Borough/Metropolitan Authorities was 27%. The average percentage agreement for CE-EM pairs from County Councils was 29% and the average percentage agreement for CE-EM pairs from District Councils was the highest at 32%. These differences are small and 'Type' of Authority is unlikely to be related to the degree of agreement between the Chief Executive and his or her Elected Member, with regards to the components of 'Fit'.

The Authority with the greatest percentage agreement between CE and EM was Authority 12 (County) and Authority 20 (London Borough/Metropolitan Authority) both with 50 % agreement. In the case of Authority 12, the Chief Executive had only been in place for 3 months, was an External appointment and both CE and EM were male. In the case of Authority 20, the Chief Executive had been in place for 5 months, was an Internal appointment and both CE and EM were male.

The Authority with the least amount of agreement between the CE-EM pair was Authority 15 (London Borough/Metropolitan Authority) with 7% (or only one construct grouping where both parties had a common construct). The Chief Executive from this Authority had been in place for 7 months, was an External Appointment and the Chief Executive was Female while the Elected Member was Male. The 'best' percentage agreement of 50% does not seem terribly high, but supports the previous analysis suggesting Chief Executives and Elected Members construe 'Fit' differently.

Other analysis was undertaken demonstrated that the variables of Internal/External Appointment, and 'Same Sex' or 'Different Sex' pairs did not have any effect on the CE-EM percentage agreement. The average percentage agreement in Authorities whose Chief Executives were Externally appointed was 27.5% CE-EM agreement, and in the Authorities whose Chief Executives were Internally appointed was 27.6% CE-EM agreement. The 10 Authorities where the Chief Executive and the Elected Member were of the same sex (same sex pair) had an average percentage agreement of 31.6%, compared to the 10 Authorities where the CE and EM were different sexes had a slightly

**Table 6.17: Percentage Agreement with CE-EM Pairs by CE ‘Tenure’**

Category	Authority	Tenure (Months CE has been in post)	Number of Construct Groupings where there was agreement (out of possible total of 16)	Percentage Agreement between CE and EM	Average Percentage Agreement between CE and EM
Authorities where CE has been in place for between 12 and 24 months	1 District	24	5	32%	28.5%
	3 District	19	3	19%	
	5 District	19	6	38%	
	8 Unitary	13	4	25%	
Authorities where CE has been in place for between 7 and 12 months	4 District	10	7	44%	25.5%
	7 London Borough or Metropolitan Authority	9	6	38%	
	10 County	9	2	13%	
	15 London Borough or Metropolitan Authority	8	1	7%	
	18 County	8	5	32%	
	16 London Borough or Metropolitan Authority	7	3	19%	
Authorities where CE has been in place for between 4 and 6 months	17 Unitary	6	6	38%	41%
	20 London Borough or Metropolitan Authority	5	8	50%	
	9 Unitary	4	5	32%	
	13 Unitary	4	7	44%	
Authorities where CE has been in place for less than 4 months	12 County	3	8	50%	25.3%
	14 County	3	6	38%	
	19 Unitary	3	3	19%	
	6 London Borough or Metropolitan Authority	2	3	19%	
	11 County	2	2	13%	
	2 District	3	2	13%	



smaller average percentage agreement between the Chief Executive and the Elected Member of 26.7%. The 'Tenure' variable (length of time the CE had been in post), had some effect of the CE-EM percentage agreement, although this was not consistent. The table below demonstrates this.

In the Authorities where the Chief Executive had been in place for between 12 and 24 months, the Average Percentage Agreement for CEs and EMs was 28.5%. In the Authorities where the Chief Executive had been in place for between 7 and 12 the Average Percentage Agreement for CEs and EMs was 25.5%. In the Authorities where the Chief Executive had been in place less for between 4 and 6 months the Average Percentage Agreement for CEs and EMs was 41%. In the Authorities where the Chief Executive had been in place for less than 4 months the Average Percentage Agreement for CEs and EMs was 25.3%. The highest average percentage agreement in the Authorities where Chief Executives had been in place for between 4 and 6 months is interesting, and suggests an 'optimal time' or 'honeymoon period' for good CE-EM 'fit'. Research by van Vianen and Marcus (1977) found that overall person-climate fit and work attitudes do stabilise after the first socialisation period. This is a clear topic for future research.

### **6.10 Content Analysis and Leadership Research Constructs**

The content analysis in this research has resulted in the generation of 16 construct categories (see Table 6.0). Perhaps unsurprisingly, given the heavily leadership oriented nature of any CEO job, there is a clear resemblance between the outcomes of this research and the outcomes of recent leadership research undertaken by Alimo-Metcalfe and Alban-Metcalfe (2001). Alimo-Metcalfe and Alban-Metcalfe sought to investigate the constructs of leadership of 'nearby' leaders by eliciting the constructs of male and female top, senior and middle managers and professionals working in two large UK public sector organisations (local government and the National Health Service). As a result of this research, an instrument – the Transformational Leadership Questionnaire (TLQ-LGV), was developed.

Leadership Research is discussed in Chapter 2 – The Literature Review, so will not be repeated here, but the similar construct categories resulting from the outcomes of this research and that of Alimo-Metcalfe and Alban-Metcalfe's (2001) factors must be discussed.

Like this research, Alimo-Metcalfe and Alban-Metcalfe's (2001) work used a grounded theory approach. Parry (1998) described this as research method in which theory emerges from, and is grounded in, the data. A grounded theory is inductively derived from the study of the phenomenon it represents, such as the leadership process, the nature of which is the subject of the derived theory' (p.89). Alimo-Metcalfe and Alban-Metcalfe's research also used Repertory Grid Methodology, and was also undertaken in local government organisations using a sample of 1464 male and female managers.

However, unlike this research, Alimo-Metcalfe and Alban-Metcalfe's (2001) work focused on investigating followers notions of 'close/nearby' leadership. Their sample included top, senior and middle local government managers. Clearly this research has focused on investigating Chief Executive (incumbent) and Elected Member (Decision-Maker) constructions of 'person-organisation fit'. The spot light being specifically on the 'top' leadership position, or the Chief Executive job. Hence, the focus in this thesis is not on the 'follower's perspective, but the perspective of the Chief Executive (incumbent) and the Elected Member (Decision-Maker),

As a result, the outcome of this research, is tangential to Alimo-Metcalfe and Alban-Metcalfe's (2001) work, in that it supports the basic structure of their leadership model. The following table compares Alimo-Metcalfe and Alban-Metcalfe's (2001) findings with the research findings from this research.

**Table 6.18: Comparison between Current Research Findings & Alimo-Metcalfe B & Alban-Metcalfe R.J.'s (2001) TLQ research**

Current Research Findings	Alimo-Metcalfe B. & Alban-Metcalfe R.J. (2001)		
	Nine Factors	Nine 'higher order' Clusters	TQL(Public Sector Version) Scale Definitions
<b>1. Tough, Confident &amp; Courageous</b> , – Self Confident, Decisive, Brave, Challenges, Willing to take Risks	<b>3. Decisiveness, determination, self confidence</b> Decisive when required; prepared to take difficult decisions; self-confident; resilient to setbacks.		<b>7. Decisive, risk taking</b> Decisive when required; prepared to take difficult decisions, and risks when appropriate
<b>2. Inspires Respect/Confidence</b> - Has Influence, Takes People/Staff with Them		<b>3. (C) Inspiration, Respect Generated</b>	<b>8. Charismatic; in-touch</b> Charismatic; exceptional communicator, inspires others to join them
<b>3. Political Sensitivity</b> - Understands Role of Politicians in Local Democracy and Local Governance	<b>2. Political Sensitivity</b> Sensitive to the political pressures that elected members face; understands the political dynamics of the leading group; can work with elected members to achieve results.	<b>1. (A) Political Skills, Managing the External Environment</b>	
<b>4. Consultative, Collaborative, Empowering Style</b> – Inclusive, Focused on Developing Others, good at Team Building and Team Working (Internal Partnership Skills)	<b>5. Empowers, develops potential</b> Trusts me to take decisions/initiatives on important issues; delegates effectively; enables me to use my potential. <b>8. Clarifies boundaries, involves others in decisions</b> Defines boundaries of responsibilities; involves staff when making decisions; keeps people informed of what is going on.	<b>2. (B) Empowering, Delegating</b>	<b>2. Empowers, delegates, develops potential</b> Trusts staff to take decisions/initiatives on important matters; delegates effectively; develops staff's potential <b>11. Clarifies individual and team direction, priorities, and purpose</b> Clarifies objectives and boundaries; team-orientated to problem-solving and decision-making, and to identifying values
<b>5. Interpersonal, Relationship Building , and Communication Skills</b> – Approachable, Good at Communicating, People Focus	<b>7. Accessible, approachable</b> Accessible to staff at all levels; keeps in touch using face to face communication	<b>8. (H) Supports Staff, Knows what motivates staff, Listens/Empathetic</b>	<b>3. Accessible, approachable, in-touch</b> Approachable and not status-conscious; prefers face-to-face communication
<b>6. Commitment</b> – To Staff, Organisation, Town, Area, Customers, Public Sector (Wanted This Job)			
<b>7. Vision</b> – Has Vision for Organisation & Clarity of Purpose, Strategic		<b>4. (D) Visionary, Clear Strategic Plan/Conviction</b>	<b>12. Unites through a shared vision</b> Has a clear vision and strategic direction, in which she engages various internal and external stakeholders in developing; draws others together in achieving the vision

<b>8. Intellectually Capable Of Dealing with Complex Issues</b> - Competent and Can Take Difficult Decisions/Solve Difficult Problems and Be Directive		<b>7. (G) Intellectual Capacity, Ability to see Big Picture</b>	<b>9. Analytical &amp; creative thinker</b> Capacity to deal with a wide range of complex issues; creative in problem-solving
<b>9. Effective, Delivers Outcomes</b> - Gets Things Done			
<b>10. Previous Experience</b>			
<b>11. Change Management</b> – Embraces, Encourages and Leads Change			<b>14. Manages change sensitively &amp; skillfully</b> Sensitivity to the impact of change on different parts of the organisation; maintains a balance between change and stability
<b>12. Innovative and or Creative</b> – A Lateral Thinker, Flexible, Open to New Ideas & Experiments, Encourages Learning	<b>9. Encourages critical and strategic thinking</b> Encourages the questioning of traditional approaches to the job; encourages people to think of wholly new approaches/solutions to problems; encourages strategic rather than short term thinking	<b>9. (I) Encourages Critical Thinking</b>	<b>4. Encourages questioning, and critical and strategic thinking</b> Encourages questioning traditional approaches to the job; encourages new approaches/solutions to problems; encourages strategic thinking <b>6. Integrity &amp; openness to ideas and advice</b> Open to criticism and disagreement; consults and involves others in decision-making; regards values as integral to the organisation <b>13. Creates a supportive learning and self-development environment</b> Supportive when mistakes are made; encourages critical feedback of him/herself and the service provided
<b>13. Trust, Integrity, Honesty</b>	<b>4. Integrity, trustworthy, honest and open</b> Makes it easy for me to admit my mistakes, is trustworthy, takes decisions based on moral and ethical principles.	<b>6. (F) Integrity, Consistency of Behaviour</b>	<b>5. Transparency: Honesty and consistency</b> Honest and consistent behaviour; more concerned with the good of the organisation than personal ambition
<b>14. External Partnership Skills</b> - Networking, Promoting the Organisation, Building External Partnerships, External Figure Head Role	<b>6. Inspirational networker and promoter</b> Has a wide network of links to external environment; effectively promotes the work/achievements of the department/organisation to the outside world; is able to communicate effectively the vision of the authority/department to the public/community		<b>10. Inspirational communicator, networker &amp; achiever</b> Inspiring communicator of the vision of the organisation/service to a wide network of internal and external stakeholders; gains the confidence and support of various groups through sensitivity to needs and by achieving organisational goals

<b>15. Energetic, Dynamic - Focused, Has Drive</b>			
<b>16. Personal Liking - "I can work with them" (Leader and Chief Executive)</b>		<b>5. (E) Personal Qualities</b>	
	<b>1. Genuine concern for others</b> Genuine interest in me as individual; develops my strengths		<b>1. Genuine concern for others' well being &amp; their development</b> Genuine interest in staff as individuals; values their contributions; develops their strengths; coaches, mentors; has positive expectations of what their staff can achieve.

The absence of ‘Genuine Concern for others’ is an interesting omission from the results of this research. Unlike Alimo-Metcalfe and Alban-Metcalfe (2001), the outcomes from this research focuses on the perceptions of the requirements of the Chief Executive or ‘top leadership’ position. This is a unique leadership position within local authorities, and as a result, the outcomes of this research should not be generalised to the wider ‘management’ population in local government.

Clearly however, in investigating Chief Executive’s and Elected Member’s construction of ‘Person-Organisation Fit’, it has become obvious that these constructions of ‘Fit’ contain many elements of transformational leadership.

Other elements of ‘Fit’, not identified in Alimo-Metcalfe and Alban-Metcalfe’s (2001) leadership research, include the notions of ‘**Commitment**’, the need for the CE to be ‘**Effective, Deliver Outcomes** and get things done’, the need for the CE to be ‘**Energetic, Dynamic, Focused and to have Drive**’. Some respondent’s in this research also included felt it was important for the CE and EM to like each other (‘Personal Liking’).

One of these components – that of **commitment** is however picked up in the work of Broussine (2000) whose research to identify the ‘capacities’ needed by local authority Chief Executives can be found at Appendix M. Broussine identifies the notion of commitment (if not the word itself) under capacity (2) ‘Developing external relationships’ – ‘being the champion of the local authority, local government and local

democracy’ (see Appendix M). Broussine’s work has some resonance with the outcomes of this research, with clear similarities between his ‘capacity to work with the political dimension’ and cluster 3. Political Sensitivity; ‘the capacity to lead, change and develop the organisation’ and cluster 11. Change management; ‘the capacity for maintaining personal perspective and self-knowledge’ and the cluster 3. Tough Confident and Courageous; the capacity to develop effective external relationships and the Cluster 14. External Partnership skills; and finally ‘the capacity for maintaining focus on strategic and long-term issues’ and cluster 7 – Vision.

It is well to remember however, that Broussine’s (2000) work was commissioned to enable SOLACE. (The Society of Local Authority Chief Executives and Senior Managers) to develop and introduce a continuing professional development scheme for it’s members, and was developed by canvassing the views of Chief Executives only.

Further discussion on these issues will be picked up in Chapter 7.

## **6.11 Summary of Findings**

The following table shows a comparison of common constructs of Chief Executives and Elected Members. Unlike previous result tables, the ticks in the following table indicate the construct categories where the sub-group concerned had over 50% agreement that the category was included in their construction of ‘Fit’. Areas of agreement are highlighted.

### Chief Executive – Elected Member

Although the rank ordering may differ (as represented in previous tables), Elected Members and Chief Executives can be said to agree on the following components of ‘Fit’ – Tough, Confident, Courageous; Politically Sensitivity; Consultative, Collaborative, & Empowering Style; Vision and Relevant Previous Experience.

Elected Members, in addition to the common constructs, include Inspires Respect & Confidence, Commitment, Intellectually capable of Dealing with Complex Issues; and Trust Integrity and Honesty.

Chief Executives, in addition to the common constructs, include the constructs of Interpersonal, Relationship Building, and Communication Skills; Effective, Delivers Outcomes; Change management and Innovative/Creative.

**Table 6.19: Summary of Common Constructs: Chief Executives and Elected Members (where constructs receives more than 50% agreement)**

Construct Category (Label)	Chief Executives	Elected Members	Elected Members		Chief Executives	
	All	All	Male	Female	Male	Female
1. Tough, Confident & Courageous	✓	✓	✓		✓	✓
2. Inspires Respect / Confidence		✓	✓	✓	✓	
3. Political Sensitivity	✓	✓	✓	✓	✓	
4. Consultative, Collaborative, Empowering Style	✓	✓		✓	✓	✓
5. Interpersonal, Relationship Building, and Comm. Skills	✓			✓	✓	✓
6. Commitment		✓	✓		✓	
7. Vision	✓	✓	✓		✓	
8. Intellectually Capable Of Dealing with Complex Issues		✓		✓		
9. Effective, Delivers Outcomes	✓					✓
10. Previous Experience	✓	✓	✓	✓	✓	✓
11. Change Management	✓				✓	
12. Innovative and or Creative	✓				✓	✓
13. Trust, Integrity, Honesty		✓	✓			
14. External Partnership Skills				✓		
15. Energetic, Dynamic				✓		
16. Personal Liking						

### Sex Differences – Elected Members

The content analysis suggests different constructions of ‘Fit’ among Male and Female Elected Members. Both Male and female Elected Members agree on the need to Inspire Respect/Confidence; the need to be Politically Sensitive and to have relevant Previous Experience.

However, female Elected Members are also looking for a Consultative, Collaborative Style; Interpersonal, Relationship, and Communication Skills; being Intellectually Capable of Dealing with Complex Issues; External Partnership Skills and being Energetic, Dynamic. Male Elected Members are looking for the ability to be Tough, Confident and Courageous; Commitment and Vision; and Trust Integrity and Honesty.

### Sex Differences – Chief Executives

Like the Elected Member sub-group, Female and Male Chief Executives construe ‘Fit’ differently. They agree however on the inclusion of – Tough, Confident and Courageous’; ‘Consultative, Collaborative and Empowering Style; ‘Interpersonal and Relationship Building Skills’; ‘Previous Experience’ and ‘Innovative/Creative’.

Female Chief Executives, also include the need to be ‘Effective and Deliver Outcomes’.

Male Chief Executives, include -‘Inspire Respect and Confidence’; ‘Political Sensitivity’; Commitment and Vision, and ‘Change management Skills’ in their construction of ‘Fit’. It is important to note that the ‘rank order’ of the construct categories is quite different for each sex (as has been shown in previous tables).

The following table focuses on the sex differences in respondent’s construction of Fit. (N.B. Areas of agreement are shaded).



**Table 6.20: Summary of Common Constructs: Males and Females**  
(where construct receives more than 50% agreement)

Construct Category <i>(Label)</i>	All Males	All Females	Male		Female	
			Elected Members	Chief Executives	Elected Members	Chief Executives
1. Tough, Confident & Courageous	✓	✓	✓	✓		✓
2. Inspires Respect /Confidence	✓		✓	✓	✓	
3. Political Sensitivity	✓	✓	✓	✓	✓	
4. Consultative, Collaborative, Empowering Style	✓	✓		✓	✓	✓
5. Interpersonal, Relationship Building , and Comm. Skills		✓		✓	✓	✓
6. Commitment	✓		✓	✓		
7. Vision	✓		✓	✓		
8. Intellectually Capable Of Dealing with Complex Issues		✓			✓	
9. Effective, Delivers Outcomes						✓
10. Previous Experience	✓	✓	✓	✓	✓	✓
11. Change Management	✓			✓		
12. Innovative and or Creative		✓		✓		✓
13. Trust, Integrity, Honesty	✓		✓			
14. External Partnership Skills					✓	
15. Energetic, Dynamic		✓			✓	
16. Personal Liking						

All Males

Males and Females in the sample agree that Tough, Confident and Courageous; Political Sensitivity, Consultative Collaborative and Previous Experience are important components of the construction of ‘Fit’. However Male respondent’s also included the need to Inspire Respect/Confidence; Commitment; Vision; Change Management and Trust Integrity and Honesty (more than 50% agreement among male respondents).

All Females

Females in the sample agree that Tough, Confident and Courageous; Political Sensitivity, Consultative Collaborative and Previous Experience are important components of the

construction of 'Fit'. However in addition, female respondents also include Interpersonal Relationship, and Communication Skills; Intellectually Capable of Dealing with Complex Issues, Innovative/Creative and Energetic/Dynamic, in their constructions of 'Fit' (more than 50% agreement among female respondents).

The breakdown of males and females by Elected Member and Chief Executive are also include in Table 6.20 for ease of reference, and has already been discussed in the previous section.

#### Chief Executive- Elected Member Pairs – Percentage Agreement

The 'best' percentage agreement between two Chief Executive and Elected Member Pairs was 50%. This does not seem terribly high, but supports the previous analysis which suggests Chief Executives and Elected Members construe 'Fit' very differently.

#### Leadership Research Constructs

In investigating Chief Executive's and Elected Member's construction of 'Person-Organisation Fit', it has become obvious that these constructions of 'Fit' contain many elements of transformational leadership similar to that identified by Alimo-Metcalfe and Alban-Metcalfe (2001).

The elements of 'Fit', not picked up in Alimo-Metcalfe and Alban-Metcalfe's (2001) leadership research include the notions of: - 'Commitment', the need for the CE to be 'Effective, Deliver Outcomes and get things done', the need for the CE to be 'Energetic, Dynamic, Focused and to have Drive', and 'Personal Liking'.

NB: The following analyses were also undertaken and tables of results can be found in the Appendices.

Type of Authority (see Appendix G & Appendix H)

Chief Executives and Elected Members from different ‘Types’ of Local Authority have different constructions of ‘fit’, and these may be related to the differing nature and demand of the job in these different ‘types’ of Council. These results should be treated as suggestive only due to the small sample sizes, but this is clearly an area for further research.

Political Party of Elected Member (see Appendix I)

Results indicate that there are some slight differences, but like the analyses on ‘Type of Authority’, the numbers we are dealing with in these ‘Political Party’ sub-samples are small, and further research is needed to see if such trends exist.

Internally vs. Externally Appointed Chief Executives (See Appendix J)

Results suggest that there is a difference between how internal and externally appointed Chief Executives construe ‘Fit’. Results are not strong, and this is another area for further research.

Age (see Appendix K)

Overall the results suggest that age does moderate the construction of ‘Fit’. This is supported by the literature in Personal Construct Psychology, with age having a moderating effect on all construing (Kelly, 1955; Fransella & Bannister, 1977). This may have implications for those Chief Executive applicants applying for positions where the most senior Elected Member responsible for the appointment is of significantly different age group. Once again small sample sizes, suggest further research is needed in this area to see if results are reliable.

## **7.0 DISCUSSION AND SUMMARY**

### **7.1 Introduction**

This section draws together the key findings of the research. The first section discusses the key findings against each of the four research question. These findings are then discussed, and the implications of these findings are highlighted. The contribution of this thesis to theory is then briefly discussed. The limitations of the study are highlighted, and suggestions for future research noted. This thesis concludes with some brief personal reflections from the researcher.

This research set out to explore the cognitive construction of fit among Chief Executives and Senior Elected Members in local authorities in England and Wales. In particular, the research questions asked:

- (1) How do Chief Executives construe person-organisation fit?
- (2) How do Senior Elected Members responsible for the CE appointment decision, construe fit?
- (3) Are there differences between how Chief Executives and Senior Elected Members construe fit?
- (4) Are there differences between how Male and Female Chief Executives and Elected Members construe fit?

### **7.2 (1) How do Chief Executives construe person-organisation fit ?**

Chief Executives as a group construe 'fit' relatively broadly. Among Chief Executives, there is over 60% agreement that Fit consists of the following components:

### The Chief Executive's Construction of Fit

- Tough, Confident and Courageous (including the need to be self-confident, decisive, brave, willing to challenge and take risks).
- Consultative, Collaborative and Empowering ( including the need to be inclusive, focused on developing others, good at team building and team working)
- Interpersonal, Relationship and Communication Skills (including being approachable, good at communicating and people focused)
- Relevant Previous Experience (including knowledge and experience of similar size/types of authority)
- Change Management Skills ( Including embracing, encouraging and leading change)
- Innovative/Creative (including lateral thinking, flexibility, openness to new ideas, encouraging learning)

The Chief Executive's construction of Fit, contains components that have considerable overlap with constructs of transformational leadership (Bass & Avolio, 1994) in particular, those identified by Alimo-Metcalfe and Alban-Metcalfe (2001) - see Table 6.18. This is perhaps, unsurprising given the important leadership role associated with the Chief Executive position. Although some of the above components of 'Fit' are clearly *transformational*, in nature (e.g. 'Interpersonal, Relationship and Communication Skills', 'Consultative, Collaborative and Empowering', and 'Innovative/Creative'), other components (e.g. 'Tough Confident and Courageous', and 'Change Management Skills') seem more at odds with the transformational leadership model described at Section 2.4.1.

Bass (1985), however, clearly points out that transformational leadership may be directive as well as participative. The 'Tough, Confident, Courageous' category includes constructs relating to Self Confidence, Decisiveness, Brave, and Willing to Challenge and Take Risks. This component of fit can be clearly recognised as one of the nine transformational factors identified in Alimo-Metcalfe and Alban-Metcalfe's (2001) research. The 'Change Management' component of the Chief Executive's construction of Fit, includes constructs relating to Embracing, Encouraging and Leading change. Although less clearly linked to the transformational leadership model, a similar concept appears as the 'Manages Change Skillfully and Sensitively' scale within Alimo-Metcalfe

and Alban-Metcalfe's (2001) Transformational Leadership Questionnaire (Public Sector Version).

Chief Executives also include 'Relevant Previous Experience' in their construction of Fit. A detailed inspection of these constructs (see Appendix F(10a)) suggests that 'relevant experience' is not limited to similar roles in a similar authority (or at a similar level), but is much richer than this, and includes experience of 'big issues', 'resources', 'corporate governance' etc.

Kristof Brown (2000) used repertory grid technique to examine the relationship between perceived P-J and P-O fit in the recruitment context. She found that each type of fit contributed uniquely to selection outcomes, and although there was some overlap, KSAs were mentioned more frequently as indicators of P-J fit, and personality traits and values mentioned more frequently as indicators of P-O fit. Chief Executives have mainly identified KSAs (knowledge, skills and abilities) in their construction of Fit. For example Interpersonal, Relationship and Communication skills; Change Management skills; Team Working and Team Building skills, and the ability to be innovative/creative. This suggests that Chief Executives may think of fit primarily in terms of 'P-J Fit', i.e., the knowledge, skills and abilities required to perform the job, rather than 'P-O Fit' components of personality traits and values.

### ***7.3 (2) How does the most Senior Elected Member responsible for the CE appointment decision, construe fit ?***

Elected Members as a group, also construe 'fit' relatively broadly. Their construction of Fit can also be seen to overlap with the notions of transformational leadership, in particular the 'Inspires Respect and Confidence' component. Among Elected Members, there is over 60% agreement that Elected Member's construction of Fit consists of the following construct categories:

### The Elected Member's Construction of Fit

- Inspires respect and confidence (including the ability to influence and take people with them)
- Tough, Confident and Courageous (including the need to be self-confident, decisive, brave, willing to challenge and take risks)
- Politically Sensitive (including understanding the role of politicians in the role of local democracy and local governance)
- Intellectually capable of dealing with complex issues (including being competent, can take difficult decisions/solve difficult problems and be directive)
- Relevant previous experience (including emphasis on the breadth of the experience and experience at the right level)
- Trust, Integrity and Honesty (focusing in particular on the relationship between Chief Executive and Elected Members)

This however, is a qualitatively different construction of Fit, from that described by the Chief Executives in the study. Like the Chief Executive construction of Fit, the Elected Member's construction of Fit can be seen to have considerable congruence with constructs of transformational leadership developed by Alimo-Metcalfe and Alban-Metcalfe (2001) - refer Table 6.18. However, the focus of the Elected Member's construction of Fit, is substantially different from that of the Chief Executive. Both Chief Executives and Elected Members include the need to be 'Tough, Confident and Courageous' and the need to have 'Relevant Previous Experience' in their constructions of Fit.

Elected Members however, emphasise different components of Fit, namely the need to 'Inspire Respect and Confidence', the need to be 'Political Sensitive', the need to be 'Intellectually capable of dealing with complex issues', and the need to have 'Trust, Integrity and Honesty'. Although these components of 'Fit have some congruence with the work of Alimo-Metcalfe and Alban-Metcalfe (2001) and could be recognised as *transformational* in nature, the Elected Member's construction of Fit, is less obviously transformational due to the absence of 'interpersonal or communication' and 'consultative or empowerment' components. Without these more relational constructs, Elected Member's construction of fit takes on a more *transactional* or 'agentic' flavor.

That is, implying, imposed compliance, and suggesting that they do not require shared commitment to exist.

Amid the construction of Fit from Elected Members, there may also be ‘overtones’ of the now discredited, ‘Great-Man’ notions of leadership – that is, Inspires respect; Tough Confident and Courageous; Intellectually Capable; Trustworthy, Integrity and Honesty.

Like the Chief Executive sub-group, Elected Members also include ‘Relevant Previous Experience’ as a component of their construction of Fit, however the nature of this experience is qualitatively different from what Chief Executives report. Elected Members emphasise the breadth of the experience, whereas Chief Executives emphasise more specific experiences and are more likely to emphasise that previous experience needs to be congruent with the current ‘type’ of authority under consideration (e.g.; “County level experience for a county level job” – See Appendix F(10a & b) for more detail) .

Unlike the Chief Executives, who focus primarily on P-J Fit components, the Elected Members construction of Fit (Inspires Respect and Confidence, Tough Confident and Courageous, Politically Sensitive, Intellectually Capable and Trustworthy etc) is more recognisable as personality traits and values rather than KSAs. In contrast to the Chief Executives, this would suggest that the Elected Members may think of fit primarily in terms ‘P-O fit’ components.

#### **7.4 (3) Are there differences between how Chief Executives and Senior Elected Members construe fit ?**

The results from the content analysis suggest that Elected Members and Chief Executives construe ‘Fit’ differently, although there is some limited agreement. Both Chief Executives and Elected Members include the need to be ‘Tough Confident and Courageous’ and to have ‘Relevant Previous Experience’ in their constructions of Fit.

However, among the other components of ‘fit’ identified by the research (see Table 6.3), Chief Executive’s and Elected Member’s rank ordering is quite different, and suggests



different emphases are placed on different sub-components of Fit. It is almost, as if the two parties were looking at different sides of the same coin, and in doing so reflect their unique perspectives.

Both constructions of Fit bear striking resemblance to the UK based Public Sector leadership work of Alimo-Metcalfe and Alban-Metcalfe (2001) and hence, can be recognised as *transformational* in nature. Chief Executives, in their construction of Fit however emphasise the relational, the interpersonal, communication and empowerment components of Fit. They describe fit more in terms of Knowledge Skills and Abilities required, and hence focus more on the ‘P-J’ construction of ‘Fit’. Elected Member’s construction of Fit, although bearing considerable resemblance to the transformational factors identified by of Alimo-Metcalfe and Alban-Metcalfe (2001) lacks any reference to relational, communication and interpersonal, and as such could be seen to reflect a slightly more *transactional* or ‘agentic’ construction of leadership. Elected Member’s construction of Fit includes the need to ‘Inspire Respect and Confidence’ to be ‘Tough Confident and Courageous’, be ‘Politically Sensitive’, ‘Intellectually Capable’ and have ‘Trust, Integrity and Honesty’. They describe fit more in terms of personality and values required, and hence they focus more on the ‘P-O’ construction of ‘Fit’.

In addition, Chief Executives as a group have a slightly more differentiated system of perceiving others’ behaviours (are slightly more cognitively complex) than are Elected Members (Smith 1986a). Cognitive complexity is not a measure of intelligence, but does give an indication of how differentiated the respondent’s construction system is, and suggests that Elected Members as a group, are more limited in the ways they are able to construe ‘fit’

#### **7.5 (4) Are there differences between how Male and Female Chief Executives and Elected Members construe fit?**

### Elected Members

Although sample sizes are small, there is some evidence that male and female Elected Members construe 'Fit' differently.

Female Elected Member's construction of Fit is broad and consists of: 'Consultative, Collaborative and Empowering', 'Intellectually capable of dealing with complex issues', 'Inspires Respect/Confidence', 'Politically Sensitive', 'Interpersonal, Relationship, and Communication Skills', 'Relevant Previous Experience', 'External Partnership Skills' and 'Energetic/Dynamic'

Female Elected Members' (N=4) construction of Fit consists of the following components (with over 75% agreement):

<b>Female Elected Member's Construction of Fit</b>
<ul style="list-style-type: none"><li>• Consultative, Collaborative and Empowering ( including the need to be inclusive, focused on developing others, good at team building and team working)</li><li>• Intellectually capable of dealing with complex issues (including being competent, can take difficult decisions/solve difficult problems and be directive)</li><li>• Inspires respect and confidence (including the ability to influence and take people with them)</li><li>• Politically Sensitive (including understanding the role of politicians in the role of local democracy and local governance)</li><li>• Interpersonal, Relationship and Communication Skills (including being approachable, good at communicating and people focused)</li><li>• Relevant Previous Experience (including knowledge and experience of similar size/types of authority)</li><li>• External Partnership Skills (including networking, promoting the organisation, building external partnerships, and the external figure-head role)</li><li>• Energetic, Dynamic (including focus and has drive)</li></ul>

(NB: Because of the small sample size in this sub-sample, (4 respondents) there was no equivalent to the 60% level of agreement displayed in other tables in this section. Hence 75% level of agreement (i.e., agreement among 3 of the 4 respondents) was chosen as the most appropriate level of agreement for this sub-sample).

Male Elected Members' (N=16) construction of Fit consists of the following components (categories with over 60% agreement):

<b>Male Elected Member's Construction of Fit</b>
<ul style="list-style-type: none"> <li>• Tough, Confident and Courageous (including the need to be self-confident, decisive, brave, willing to challenge and take risks)</li> <li>• Inspires respect and confidence (including the ability to influence and take people with them)</li> <li>• Politically Sensitive (including understanding the role of politicians in the role of local democracy and local governance)</li> <li>• Vision (includes has vision for the organisation, clarity of purpose and is strategic)</li> <li>• Trust, Integrity and Honesty (focusing in particular on the relationship between Chief Executive and Elected Members)</li> </ul>

Male Elected Member's, construction of fit consists of: 'Tough Confident and Courageous', 'Inspires Respect and Confidence'; 'Politically Sensitive'; 'Vision' and 'Trust, Integrity and Honesty'.

Male Elected Member's construction of Fit is slightly narrower, than that of female Elected Members and does not include the relational or 'communal' components of 'Consultative, Collaborative, and Empowering', 'Interpersonal, Relationship, and Communication skills', or 'External Partnership Skills'. Both male and female Elected Members however, include the components of 'Inspires Respect/Confidence' and 'Politically Sensitive' in their constructions of Fit.

Female Elected Members include 'Interpersonal, Relationship, and Communication Skills', 'Consultative, Collaborative and Empowering' and 'External Partnership Skills' as part of their construction of Fit as well as 'Intellectually capable of dealing with complex issues'; 'Energetic/Dynamic'; and 'Relevant Previous Experience' in their construction of Fit.

The absence of relational or communal components (e.g. interpersonal, communication and empowerment) from the Male Elected Member's construction of Fit is both interesting, and slightly worrying, given the centrality of these components to the transformational leadership model. Without the relational components of Fit, the male Elected Member's construction of Fit could be seen to reflect a slightly more

*transactional* or agentic notion of fit. In addition, the picture of 'Fit' painted by Male Elected Members could even, be said to bear some resemblance to the older, 'great-man' leadership theories more appropriate to another time.

There is however, some level of agreement between male and female Elected Members in their constructions of Fit, and they both include the components of 'Inspires Respect and Confidence' and 'Political Skills' in their construction of Fit.

In summary, within the Elected Member sub-sample, male and female Elected Members differ qualitatively in their constructions of Fit.

### Chief Executives

Analysis of the male and female Chief Executive sub-samples also demonstrates some interesting differences in emphases.

Female Chief Executives include 'Interpersonal, Relationship, and Communication Skills', 'Tough, Confident and Courageous' 'Consultative, Collaborative and Empowering', 'Effective and Delivers Outcomes' , 'Innovative/Creative' and 'Previous Relevant Experience' in their construction of 'Fit'. The female Chief Executive's construction of Fit shows some agreement with the components of Fit identified by female Elected Members.

Female Chief Executives', construction of Fit consists of the following components (with over 60% agreement):

#### **Female Chief Executive's Construction of Fit**

- Interpersonal, Relationship and Communication Skills (including being approachable, good at communicating and people focused)
- Tough, Confident and Courageous (including the need to be self-confident, decisive, brave, willing to challenge and take risks)
- Consultative, Collaborative and Empowering ( including the need to be inclusive, focused on developing others, good at team building and team working)
- Effective, Delivers Outcomes (including gets things done)
  
- Relevant Previous Experience (including knowledge and experience of similar size/types of authority)
- Innovative/Creative (includes lateral thinking, flexible open to new ideas, encourages learning)

Both groups of female respondents (Chief Executives and Elected Members) agree on the centrality of 'Interpersonal, Relationship, and Communication Skills', 'Consultative, Collaborative and Empowering', and 'Previous Relevant Experience' in their constructions of 'Fit'. These can be described as the relational or communal components of Fit, and is consistent with previous leadership research on gender (Eagly and Johnson, 1990; Eagly and Carli 2003).

Male Chief Executives' (N=12) construction of Fit consist of the following components (with over 60% agreement):

#### **Male Chief Executive's Construction of Fit**

- Tough, Confident and Courageous (including the need to be self-confident, decisive, brave, willing to challenge and take risks)
- Commitment (to staff, organisation, town, area, public sector and wanted this job!)
- Inspires respect and confidence (including the ability to influence and take people with them)
- Politically Sensitive (including understanding the role of politicians in the role of local democracy and local governance)
- Consultative, Collaborative and Empowering ( including the need to be inclusive, focused on developing others, good at team building and team working)
- Change Management Skills ( Including embracing, encouraging and leading change)

Male Chief Executives include 'Tough, Confident and Courageous', 'Commitment', 'Inspires Respect and Confidence', 'Politically Sensitive', 'Consultative, Collaborative and Empowering', and 'Change Management Skills' in their construction of 'Fit'.

The male Chief Executive's construction of Fit shows some agreement with the components of Fit identified by male Elected Members. For example, both groups of Male respondents (Chief Executives and Elected Members) agree on the centrality of 'Tough, Confident and Courageous'; 'Inspires respect and confidence'; and 'Politically Sensitive' in their constructions of 'Fit'. This is in stark contrast to those components of Fit emphasised by all female respondents.

That is both groups of Female respondents (Chief Executives and Elected Members) agree on the centrality of 'Interpersonal, Relationship, and Communication Skills', 'Consultative, Collaborative and Empowering', and 'Previous Relevant Experience' in their constructions of 'Fit'.

#### Male and Female Chief Executives

Within the Chief Executive sub-sample, male and female Chief Executives place different emphases on which are the important components of 'Fit', but there is some agreement within each sub-group. For example, all Chief Executives agree on that 'Tough, Confident and Courageous', and 'Consultative, Collaborative and Empowering' are important components of 'Fit', but Male Chief Executives also give emphasis to 'Commitment', 'Inspiring Respect/Confidence', and 'Political Skills'. In contrast, Female Chief Executives give emphasis to 'Interpersonal, Relationship and Communication skills'. 'Delivering Outcomes', 'Relevant previous experience'; 'Innovative and creative'.

In summary, within the Chief Executive sub-sample, male and female Chief Executives differ qualitatively in their constructions of Fit.

## **7.6 Discussion of Findings**

This study has been about capturing newly appointed Chief Executives' and senior Elected Members' constructions of 'Fit'. In doing so, the construction of Fit has been shown to have some overlap with the constructs of Leadership as identified by Alimo-

Metcalf and Alban Metcalfe (2001) in their UK based public sector study. It is important to note, that this research captures perceptions not necessarily the reality of actual behaviour. Stewart (1997) reminds us that in Personal Construct Theory, perceptions influence expectations, and expectations influence perceptions, and it is the medium of the individual's construct system through which this happens. We also make the assumption that perceptions influence behaviour.

Hence, the results from this research suggest that the four different subgroups (males and females, Chief Executives and Elected Members) perceive fit in slightly different ways. This is broadly in line with previous repertory grid studies, which outline perceived differences between male's and female's management and leadership styles (Alimo-Metcalfe, 1995; Sparrow and Rigg, 1993). However, the results from this research, only partially reflects the current thinking in the literature on leadership (Alban-Metcalfe & Alimo-Metcalfe, 2001; Bass and Avolio, 1994, Eagly et al, 2003a; Rosener, 1990) - namely transformational style being more closely associated with females, and transactional style being more closely associated with males. The results from this research are more complex, with all respondents describing a transformational construction of 'Fit' in different degrees.

Female Chief Executives and female Elected Member's construction of Fit, although differing slightly from each other, can both be broadly described as *transformational*, and include the relational and communal components associated with such styles. An interesting outcome from the research is however, that many Male Elected Members' constructions of fit does not include relational components of 'Consultative, Collaborative, and Empowering', 'Interpersonal, Relationship, and Communication skills', or 'External Partnership Skills'. As a result the male Elected Members' construction of Fit may be perceived of, as being more *transactional* or agentic in nature. This is in contrast to male Chief Executives' construction of Fit, which has been shown to be more like the female sub-group's construction, including relational and communal components and hence more transformational in nature.

This is a complex picture, with the four sub-groups in the research generating slightly different constructions of Fit. However, male and female Chief Executives have components in common, ('Tough, Confident and Courageous', and 'Consultative, Collaborative and Empowering') as have male and female Elected Members (include 'Inspires Respect and Confidence' and 'Political Skills') in their constructions of Fit.

Female Chief Executives and female Elected Members have some components in common ('Interpersonal, Relationship, and Communication Skills', 'Consultative, Collaborative and Empowering', and 'Previous Relevant Experience'), and others that are unique to their respective roles. Male Chief Executives and male Elected Members constructions of Fit also have components in common ('Tough, Confident and Courageous'; 'Inspires respect and confidence'; and 'Politically Sensitive') but also have some components in their constructions of 'Fit' that are unique to their respective roles.

#### Why do males and females in this research describe 'Fit' differently ?

Although there are clearly sex differences in the constructions of fit described by male and female respondents, it must also be acknowledged that the sex differences identified in this research are subdued. This is particularly so in relation to differences between male and female Chief Executives, with both describing an essentially transformational style of leadership, and both recognising the centrality of a relational/communal and empowering style. But why might this be?

One possible explanation for the fact that there are fewer differences between male and female chief executives' construction of Fit, is Eagly's (2003a; 1990) 'social role theory'. This suggests that behaviour may be less stereotypic when women and men who occupy the same managerial role are compared, because these organisational leadership roles usually provide fairly clear guidelines about the conduct of behaviour. Managers become socialized into these roles in the early stages of their experience in an organisation, and selection (and self-selection) into the organisation according to the same set of organisationally relevant criteria, further decreases the likelihood than men and women



who occupy these roles will differ substantially in their style. That is, for senior management jobs, culture and organisational roles can override gender roles.

Explaining the differences between male and female Elected Members construction of Fit may be more difficult. Both constructions have some resemblance to transformational leadership descriptions, but why do female Elected Members include relational and communal constructs in their notion of Fit and when male Elected Members do not? ‘Implicit Leadership Theory’ (Lord & Maher 1993) which suggests that women and men generally construe leadership differently and the work of Schein (1973; 1975) who found that both female and male managers believed that successful middle managers possessed an abundance of characteristics that were more associated with men in general, than with women in general may offer some explanation. That is it could be that male and female Elected Members hold different stereotypes of leadership. This finding of gender differences in the notions of leadership is supported by two recent studies using repertory grid in the public sector in the UK (Sparrow and Rigg, 1993; Alimo-Metcalf, 1995).

#### Why do Elected Members and Chief Executives in this research describe ‘Fit’ differently?

Explaining the different constructions of ‘Fit’ obtained for Elected Members (as a group) and Chief Executives (as a group) it is also difficult. Why is it that Elected Members construction of ‘Fit’ can be seen to be more transactional in nature, than that of Chief Executives as a group?

Explaining why Elected Members continue to hold more ‘transactional’ constructions of leadership may be assisted by the gendered cultures literature. Fox and Broussine (2001) clearly identified the existence of the dominant masculine culture in local authorities. Others, e.g. Maddock (1999) and Marshall (1994), argue that cultural attitudes determine the values required by leaders and influence the dominant management style in organisations. In addition because most of the Chief Executive positions are held by men, Eagly and Johnson’s (1990) ‘*gender-spillover*’ concept, suggests that gender roles may

contaminate organisational roles to some extent and cause people to have different expectations for male and female managers.

The gendered leadership research - namely transformational style being more closely associated with females, and transactional style being more closely associated with males may also offer another explanation for the results from this research, as the Elected member sub-sample mainly consisted of Male Leaders, whereas the Chief Executive sub-group had a more equal representation of the two sexes. (Alban-Metcalf & Alimo-Metcalf, 2001; Bass and Avolio, 1994, Eagly et al, 2003a; Rosener, 1990)

These results suggest that Chief Executives and Elected Members, males and females have qualitatively different constructions of Fit. It is clear that there are sex differences in the constructions of fit described by male and female respondents, but importantly, they also have some common components. However, the fact that there are also striking differences between how the Elected Members and Chief Executive sup-group describe 'fit' (regardless of sex of respondent), indicate that results are more complex than this.

It is concluded that 'fit' is a gendered construct, however these differences are more subdued, than described in previous literature (Alimo-Metcalf, 1995; Bass and Avolio, 1994; Rosener, 1990).

## **7.7 Implications of Findings**

This research has used repertory grid approach to investigate the construction of Fit. In doing so it has adopted a qualitative approach to the issue. The sample sizes are small, and many results are not statistically significant. Nevertheless, the differences in the constructions of fit are important and the implications are potentially very important.

There is substantial research which supports the notion that transformational leadership style is significantly more effective than transactional style alone (Bass, 1998). Senior Elected Members in local authorities are in positions of power, and are the ‘gatekeepers’ by virtue of playing a key role in the selection and promotion of senior managers in general and the Chief Executive in particular. This research has shown that they are likely to hold ‘male’ or a more transactional construction of effective leadership.

This has important implications for (1) who is being appointed to senior positions in local government; (2) the assessment of leadership in more general terms; (3) the need for effective and close working relationships between Chief Executive and Leader of the Council; (4) the progress of the centrally driven modernising agenda in local government; and finally (5) the likelihood of significant culture change in local government in the near future. These are detailed below.

#### (1) Appointment Procedures

Alimo-Metcalf (1995) points out that whether or not men and women actually adopt different styles of leadership is largely irrelevant. The issue is what to men and women - perceive as qualities and behaviours of leadership, since this is a major source of data determining what and how leadership will be assessed. The fact that there are differences in the way Chief Executive’s construe Fit and the way Elected Member’s construe Fit is an important finding. This finding could have significant practical implications for appointment processes at the Chief Executive level. In particular, for how Elected Members describe the position to the recruitment agency, and for how they are assessed by Elected Member decision makers. What ‘implicit leadership theory’ informs their final decision? In any appointment process, it seems more likely that male Elected Members will describe a ‘transactional’ job, and look for a Chief Executives who will ‘fit’ this more agentic leadership style. This traditional view of leadership prevailing among Elected Members [and also among some male Chief Executives] has been highlighted by Broussine and Fox (2002), who say that such attitudes hold implications not only for the

fortunes of women in local government, but also for male Chief Executives and managers whose 'softer skills' are sometimes undervalued.

As a result this might also have significant practical implications for how Chief Executive applicants present themselves for local government appointment procedures. Thus, having succeeded in the skills-based assessment stage, and progressed to the 'Final Interview' stage, Chief Executive applicants know they need to demonstrate that they will 'Fit'. This means they need to have a clear understanding of what Elected Members are looking for in order to 'Fit'. This situation is further complicated by the subdued gender differences found, in that female Elected Members may be looking for something slightly different from male Elected Members.

Marry the different Elected Member constructions of 'fit', with the differing constructions from male and female Chief Executive applicants, and there is much potential for misunderstanding and missed opportunities for all, in the appointment process. There is real a danger that Chief Executive applicants will be demonstrating something quite different from what male Elected Member decision makers are looking for. In addition there is a real danger that Elected Members are looking for something quite different from what is now required in 'modern' local government.

It is possible that the differences between Elected Members and Chief Executives constructions of Fit could be related to the fact that Elected Members, on average are older than their Chief Executive colleague and less well educated (Local Government Management Board 1998 Census). At least two recent studies have pointed out the need for Elected Members to have more training in assessment and selection. Fox and Broussine (2001) reported that Elected Members who participated in their research admitted an urgent need for Members to be equipped with interview and selection skills and to have access to gender awareness skills. A report from the Audit Commission (1996), pointed out that only 28% of all authorities in England and Wales reported giving recruitment training to Elected Members, and found that Elected Members were often

resistant to the idea that they may need training. How seriously these reports have been taken is not known, but these findings suggest, perhaps, not seriously enough.

## (2) Assessment of Leadership

Alimo-Metcalfe (1995) argues that whether or not men and women actually *adopt* different styles is largely irrelevant. The issue is what do men and women perceive as qualities and behaviours of leadership? , since this is a major source of data determining what and how leadership will be assessed. This research suggests that female chief Executives and female Elected Members perceptions of 'Fit' and notions of leadership, differ from both their male equivalents, and to some extent, also from each others. Female and male Chief Executives perceptions of 'Fit also differ, but also have some elements in common.

One of the most interesting outcomes from this research however, is the recognition of the lack of relational, communication and empowerment constructs held by male Elected Members in their construction of 'Fit' (and by implication, in their construction of leadership). Males make up the vast majority of Council 'Leaders' in England and Wales, and they have significant power in the selection and recruitment of the new Chief Executive. Elected Member's construction of 'Fit' has far reaching implications, in the assessment of leadership in the Chief Executive recruitment and selection process, and other assessment processes in which they are involved.

In particular, this miss-match of perceptions, has severe implications for when *male Elected Members* are assessing *female Chief Executive* applicants in the final stages of the assessment and selection process. Female Chief Executive applicants, who have these relational and communication components as central to their construction of 'fit', although proven competent in the objective assessment stages, may not be seen to meet the male Elected Members notion of 'Fit', and as a result may not be offered the job.

This issue is also picked up by recent research by Broussine and Fox (2002) who noted that

“some research participants, including elected members, noticed that those making appointments of Chief Executives tended to rely on what they know best and felt most comfortable with. Thus a ‘safe pair of hands’ was decided upon without careful thought about the type of person who might be best qualified to lead the local authority during a period of major change, and this notion tended to be associated with orthodox male notions of management and leadership” (p.90).

These problems also apply to lower level selection events and performance assessments undertaken by Elected Members.

### (3) Working Together ?

Research into the role of the Chief Executive (Broussine 2000; Boynton 1986; Clarke & Stewart 1991; Morphet 1993; Travers, Jones & Burnham, 1997) concur about the need for a close working relationship between the Chief Executive and his or her ‘Leader’ of the Council.

Broussine (2000) identifies “Maintaining effective relationships with Elected Members” and in particular “maintaining an appropriate relationship with the Leader of the Council” in his list of capacities required by local authority Chief Executives. The outcomes of this research suggests that in general, Chief Executive and Elected Members see ‘Fit’ quite differently, and there is currently little ‘match’ in the Chief Executive – Elected Member views of ‘Fit’ , with an average percentage agreement between Chief Executive and Elected Member pairs being 29% (see section 6.14).

In exploring the construction of ‘Fit’ we have exposed respondent’s views of the important requirements of the Chief Executive role, including leadership style. Elected

Members and Chief Executives emphasise very different components of Fit. This mismatch of views, priorities and expectations, has the real potential to undermine the effectiveness of the close working relationship required of these two parties, and in the future, will need to be articulated more clearly before any contract of employment is signed.

#### (4) Modernising local government

The Government's 'Modernising' agenda puts leadership at centre stage of the transformation of local government. If Elected Members construction of fit is more *transactional* than *transformational*, this is seriously at odds with the current thinking and the need for more *transformational* leadership to support the centrally driven drive for modernisation in local government. Elected Members are charged with the task of improving local governments leadership and with recruiting and developing more *transformational* leaders (Cabinet Office, 1999; - *Modernising Government*). Given the results from this research, and assuming behaviour follows attitudes, Elected Members could be more likely to value and appoint Chief Executive applicants displaying more transactional leadership styles, which could seriously undermine the progress of Modernisation in local government.

This concern has been picked up by Broussine and Fox (2002) whose article challenged local authorities in England and Wales to rethink their underlying assumptions about organisational leadership. Their research identified that local government leadership seems to be stuck in the mould of 'operational management' rather than 'transformational leadership'. Their evidence to support this challenge came from a recent study of women Chief Executives in Local Government (Fox & Broussine 2001). This research revealed a discomfiting picture of institutional sexism in local government. Broussine and Fox (2002) point out that if the underlying assumptions about appropriate forms of leadership prevail, it will have the effect of limiting local government's ability to modernise and continually improve.

The results of this research supports the work of Broussine and Fox (2002) who urge Councils to rethink organisational leadership, and make use of the 'feminine styles' in the modernised authority.

#### (5) Changing the culture - the 'Feminisation of Management' in Local Government?

The fact that there is some agreement among female Chief Executives and female Elected Members and male Chief Executives in their notions of Fit ('Consultative, Collaborative and Empowering',) could be evidence of the 'Feminisation of Management' of local government. A term coined by Fondas (1997), she suggests that democratic, participative leaders behaviour is more similar to the leadership styles being advocated by contemporary writers on business and organisation, than is autocratic, directive behaviour. She stresses the need for a more interactive, collaborative and empowering form of management and leadership in contemporary organisations.

The modernisation agenda for local government provides an important context, to this issue and calls for new ways of doing things. Central to the notion of modernisation is the renewal of an active local government and continuous improvement in service provision through collaboration, partnership, better citizen involvement and social inclusion (Broussine & Fox, 2002). These are all areas traditionally associated with the 'feminine' style. It is also thought that with the new political management arrangements (the arrival of the Elected Mayor, and division of Elected Members into 'front'(or executive) and 'back' bench roles) and the subsequent changes to the Chief Executive's job, it would be increasingly important that the chief executive be able to balance the interests of members performing these different roles. That is the importance of consensus building and networking skills traditionally strong among women managers.

If, as suggested in this research, Elected Members do use outmoded notions of leadership to inform their Chief Executive appointment decisions, and their perceptions of 'Fit' and



leadership style is gendered (i.e. they believe women lead like ‘this’ and men lead like ‘that’) there seems little hope of a whole scale change in the type of people being appointed to these influential positions within local government in the near future. Women and many male managers, will continue to be underutilised. Whether local government can change it’s culture to embrace a more ‘feminine’ leadership style, so that they become more welcoming to women’s style of leadership, will largely depend on the ability of these ‘gatekeepers’ to develop new models of leadership which will capitalise of the talents of both men and women.

## **7.8 Contributions to Theory**

This research has a number of unique contributions to make. The recruitment process for top management posts has remained largely unresearched (Holgersson, 2001), and this research has attempted to put the spotlight firmly on this process in a local government context.

In addition, the construction of ‘Fit’ has been investigated from the perspectives of both the incumbent (Chief Executive) and the decision maker (Elected Member). Previous ‘Fit’ research has tended to concentrate on the decision maker’s perspective alone.

### **(1) The Construction of ‘Fit’**

There is no universally agreed definition of P-O Fit (Rynes & Gerhart, 1990). Bretz et al (1993) recommended using repertory grid as a means of allowing recruiters to articulate their own conceptualisations of fit.

The construction of ‘Fit’ among local authority Chief Executives and Elected Members has been investigated, and found to be qualitatively different. The construction of fit has been found to include constructs of leadership. Male and females have been found to

have different constructions of fit, broadly in line with current leadership research. It is concluded that 'fit' is a gendered construct.

Chief Executive and Elected Members construction of Fit appear to have a different focus. Chief Executive's appear to focus on the knowledge, skills and abilities more associated Person-Job Fit (P-J Fit) and Elected Member's construction of fit tends to focus more on personality and values associated with Person-Organisation Fit (P-O Fit).

## (2) Alternative model of Fit in Selection at Chief Executive Level

This research was undertaken on the presumption that female applicants are already able to successfully negotiate the more *formal*, and usually more 'objective' parts of the Chief Executive assessment process. There is some research evidence to support the notion that women do well in Assessment Centre processes, including studies by Thornton and Byham (1982), Bray (1974), Walsh et al (1987); and Gaugler et al (1987). Alimo-Metcalf (1994) is more cautious, but suggests Assessment Centres have lower concurrent validity but higher predictive validity for women. However, despite this something was still occurring in the final appointment decision which often resulted in capable women not being offered the job. They were not seen to 'Fit'.

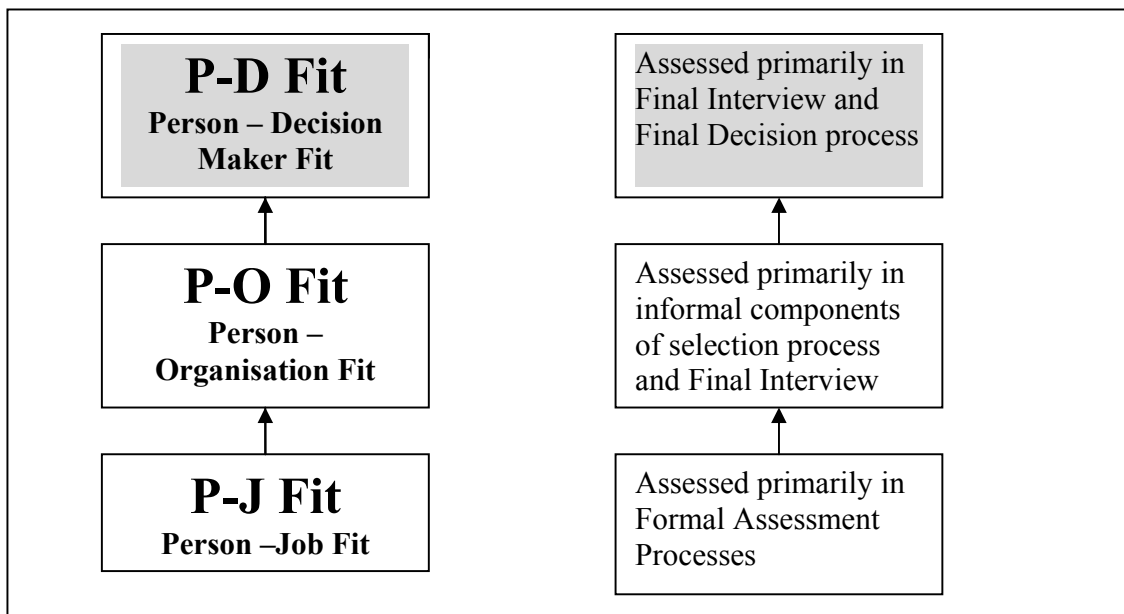
The traditional focus in selection has been on P-J fit, or hiring the individuals with particular skill sets to fill vacant positions. However as the business world has changed, becoming increasingly complex and dynamic and requiring increasingly flexible staffing, the focus has broadened to include P-O fit (Kristof-Brown, 2000). Current thinking supports the notion that P-J and P-O fit are both important, and both should be sought during recruiting (Bowen et al, 1991; Cooper et al, 2002; Judge and Ferris, 1992; Rynes and Gerhart, 1990).

This thesis suggests that at the Chief Executive level, there may be a third element of 'Fit', that becomes relevant in the selection context. This is the Fit between the Chief

Executive (applicant) and the ‘Leader’ of the Council (Decision Maker and most senior Elected Member responsible for the appointment) , - that is, ‘Person – Decision Maker’ fit. It is this notion that is the major contribution to theory. This type of ‘Fit’ has not traditionally been dealt with in the Person – Fit literature, and the model below details how this P-D Fit, might link with existing theory.

It is suggested , that like the relationship between P-J and P-O Fit, (Bowen et al, 1991) P-D fit would supplement (not supplant), the importance of P-J fit and P-O fit at this very senior level. Neither is it suggested that P-D fit is mutually exclusive of P-J or P-O fit, as it is conceivable that the decision maker is likely to be trying to represent the values and culture of the organisation, the known job requirements, and his or her personal construction of Fit during the final decision in the recruitment process.

Figure 7.1: Possible Model in use by Elected Members in Chief Executive Appointments



(3) Why are there so few women in top management?

It is suggested that this research may, in part, provide an answer to Powell's (2000) question, *Why are there so few women in top management?* It is suggested that despite doing well in the rigorous and objective procedures and assessments, undertaken as part of the Chief Executive recruitment and assessment process, female applicants (and those men displaying a more feminine 'style;') may still be 'tripped at the final hurdle' – that of the final decision.. It is suggested that the activation of male Elected Member's gender-associated constructs leads to judgments that individuals of one gender (men) are more suitable for the Chief Executive job. In the case of this research, the gender-associated constructs of the male Elected Members are associated with masculine notions of leadership. At the final appointment decision, the Elected Member responsible for the decision asks, "I know that this person can do the job, but does this person 'Fit'?" Unfortunately because of the Elected Member's gendered construction of 'Fit', the answer in many cases may still be "no" !

## **7.9 Limitations to Study**

### (1) Small sub-sample sizes

This research has used repertory grid approach to investigate the construction of Fit. In doing so it has adopted a qualitative approach to the issue. A sample size of 40 respondents is acceptable in qualitative research, however the sub-sample sizes are small, and as a result many results are not statistically significant. However, the qualitative differences identified in this research are illuminating. It must be acknowledged, however that these results, will need to be investigated further before firm conclusions and generalizations can be drawn.

### (2) Understanding 'Fit', not the role it plays!

The focus of the research is to *understand* how Chief Executive's and Elected Member's responsible for the appointment construe 'Fit'. As a result, the research findings allow hypotheses to 'allude' to the role that it might play in the decision making process of Elected Members. Further research will be need to focus specifically on this 'decision-making' area, if we are truly to understand the processes that underlie who is appointed and who is not.

### (3) Assumes commonalities in the Chief Executive Role

This investigation into the construction of Fit was undertaken in 20 different local authorities. It can be convincingly argued that as each Authority is different, those involved in the Chief Executive appointment (the Chief Executive and the Senior Elected Member) will (and should) have a construction of Fit that is unique to the requirements of that authority.

This research does not contest the unique character of each authority, but it does make the assumption that, in essence the nature of the Chief Executive job is similar. In so doing,

the research looks across the ‘cases’ or authorities, for common threads or themes in the construction of Fit by both parties. It is for this reason that the notion of *‘frequency as a measure of agreement’* was introduced in the analysis of the constructs. This suggests that a high level of agreement between respondent’s in their construction of Fit, indicates the likelihood that this is part of a more widely held ‘common construction’ of Fit (refer section 6.4)

#### (4) Perceptions not Behaviour

Clearly, this research has focused on the respondent’s constructions or perceptions of Fit. We do not know if their actual behaviour would reflect these perceptions, although there is a body of knowledge which suggests the likelihood of ‘behaviour following attitudes’. As a result of this premise, I have been intentionally cautious in both the analysis and interpretation of these results.

### **7.10 Future Research**

#### (1) More Research into Gender Differences in perception of ‘Fit’

These results show subdued differences, between male and female Chief Executives’ and Elected Members’ constructions of Fit. Clearly more research is needed to see if the differences between the perceptions of males and females can be replicated, and are reliable.

There is evidence from other research, that male and female managers largely see themselves in very similar ways (Alban-Metcalf, 1987). Eagly and Johnson (1990) have suggested that senior women in organisations become ‘acculturated’ into the masculine organisation culture, and in reality have begun to operate more like men. The identification by female Chief Executives of ‘Tough, Confident, Courageous’, and focus on the need to be ‘Effective, and Deliver Outcomes’, and have ‘Relevant previous

experience' could be seen as examples of this phenomena of women who achieve senior management positions, tending to resemble men in their personality and behavioural characteristics (Hare, Koenigs & Hare, 1997). In addition Ragins et al (1998) found that most executive women still find it necessary to 'develop a style that men are comfortable with' as a primary career advancement strategy. This finding could be another way of explaining these results. Are organisational cultures becoming more 'accepting' and more accommodating of women, as more women become Chief Executives and Senior Elected Members or 'Leaders' of the Council ? Are the rise in women to Chief Executive and other senior management positions changing the organisational cultures within local authorities ? Will the differences between males and female's leadership style at the top of these local government organisations continue to disappear or will we see this situation change, and will women be more comfortable to act 'naturally' ?

(2) More research focusing on Elected Members decision making processes.

The model suggested at Figure 7.1: 'Possible Model in use by Elected Members in Chief Executive Appointments' is hypothetical. It is currently unknown exactly how Elected members make the final appointment decisions in local government. More research focusing on how the senior Elected Member actually makes the 'final decision', and what informs his or her final choice is clearly needed.

(3) 'Applicant Chief Executives' not 'Incumbents'

In an ideal world, this research would have been undertaken with applicant Chief Executives and Elected Members at the time of the appointment process. Unfortunately, the likelihood of research access at this time is extremely unlikely. In the absence of this access, it was decided to undertake this research in authorities where they had recently appointed a Chief Executive. The initial interviews targeted newly appointed Chief Executives who had been in post for up to 2 years. It became obvious that this was a little too long for some respondents and some had difficulty in the interview recalling events,

people and feelings. We know from the literature that tenure is known to moderate the issue of fit (Ostroff and Rothausen, 1997). There was a general sense that the respondents were talking about 'fit' with the benefit of 'what they know now', (i.e. two years on) rather than when they were appointed. The final 10 Chief Executive respondents were approached because they had been in post for under one year. This meant that there is a wider spread in the tenure of the Chief Executive sub-sample than originally envisaged. The up side, of this is that it allowed for some limited exploration to see if tenure had any effect on construction of fit (see Table 6.17). It is my belief that future research in this area should concentrate on the very earliest stages of engagement (initial 1-2 months), or at the assessment process itself.

### **7.11 Personal Learning**

Undertaking this research has been a journey. Part of that journey has been on the coast road, straight and long, but not requiring new or different skills from those I already had. Other parts of the journey have taken me up winding, and treacherous mountain routes, requiring my full application and concentration every step of the way, and requiring new approaches and new skills. I have often turned down blind alleys, gone around the houses, and had to double back on myself.

Part of my journey has taught me that the way I see the world is a product of where I began the journey, my mode of travel, and the roads I that have traveled before. As I have made my way on this journey, my view of the world has changed and I have ended this journey in a different place from where I started. For it is not a worthwhile journey, if one does not end up somewhere other than where you started.

It has been a challenging journey and an enjoyable journey, but I am now glad it has come to an end. For it is only at the end of the journey that the rather circuitous route one took may look rather strange. The fact that there may have been a more direct route then



becomes irrelevant. Getting to the end point, is in itself an achievement, but it has been the journey, that has made it all worthwhile.

## **APPENDICES**

## ***Appendix A: Letter of Invitation***

Date

Dear \*\*\*\*

Re: The 'Construction of Fit' among Chief Executives and Senior Elected Members in Local Authorities in the UK

As you are a recently appointed local authority Chief Executive, I am writing to invite you to take part in some important research.

A number of local authority Chief Executives have identified the importance of 'Fit' within the Chief Executive appointment processes. We at Cranfield University School of Management, are conducting research to explore the meaning of 'Fit' among recently appointed Chief Executives and the most senior Elected Member responsible for their appointment.

We hope that an increased understanding of this issue will help improve appointment procedures at this level in the future.

The interview with you would last between 60 - 75 minutes. In addition, we need to undertake a similar, but separate interview with the most senior Elected Member who was centrally involved and responsible for your appointment.

The interview procedure will be quite structured. We will be using the Repertory Grid Technique, but there will be time at the beginning and end of the interview for a more general discussion and your comments.

You are one of twenty Chief Executive-Elected Member pairs (from County's, Metropolitan Authorities, London Boroughs, Unitary Councils and District Councils) who have been identified for this study. We depend on you taking part.

There is a guarantee of confidentiality. No individual or authority will be able to be identified from the research. The interview will however, need to be tape-recorded (as is normal research procedure), but no comments will be personally attributed in writing up the interviews for analysis.

The researcher carrying out this study is Dale Nelson, who may well be known to you. She has spent nearly 15 years working with local government, five of these as a recruitment psychologist for the recruitment arm of SOLACE Enterprises (1996 – 2000).

I am acting as Dale's supervisor for this work and can assure you of her integrity, competence and professionalism to undertake this important research.

I would be pleased if you would let Dale Nelson know directly if you would be willing to take part in this research, which we would like to undertake as soon as possible, at a date and time and place convenient to you. She can be reached on London 0208-442 0423, or by e-mail: [dalenelson2@compuserve.com](mailto:dalenelson2@compuserve.com)

With many thanks.

**Susan Vinnicombe**  
Professor of Organisational Behaviour & Diversity Management  
Director of the Centre for Developing Women Business Leaders  
Director of Graduate Research

## *Appendix B: Kelly's (1955) Corollaries*

### 1. The Construction Corollary

“A person anticipates events by construing their replications”

### 2. The Individuality Corollary

“Persons differ from each other in their construction of events”

### 3. The Organisation Corollary

“ Each person characteristically evolves, for his/her convenience in anticipating events, a construction system embracing ordinal relationships between constructs”

### 4. The Dichotomy Corollary

“ A person's construction system is composed of a finite number of dichotomous constructs”

### 5. The Range Corollary

“ A construct is convenient for the anticipation for a finite range of events”

### 7. The Experience Corollary

“ A person's construction system varies as he/she successively construes the replications of events.”

### 8. The Modulation Corollary

“The variation in a person's construction system is limited by the constructs within whose range of convenience the variants lie.”

### 9. The Fragmentation Corollary

“A person may successively employ a variety of construction sub-systems which are inferentially incompatible with each other.”

### 10. The Commonality Corollary

“To the extent that one person employs a construction of experience which is similar to that employed by another, his/her psychological processes are similar to those of the other person.”

### 11. The Sociality Corollary

“ To the extent that one person construes the construction processes of another, he/she may play a role in the social process involving the other person.”

*Appendix C: Respondent Details*

Subject Number	Subject Code	Title	Interview date	Gender	Type of Authority	Age	Political Party of Elected member	Internal /External Appointment	Months in post	FTE Staff	No. of constructs
1	1DCEF	Chief Executive	30 September 2002	F	District	46	Labour	External	24	750	15
2	1DLM	Leader	30 September 2002	M	District	49	Labour	External	24	750	18
3	2DCEM	Chief Executive	10 October 2002	M	District	42	Labour	External	3	820	17
4	2DLM	Leader	10 October 2002	M	District	68	Labour	External	3	820	12
5	3DCEF	Chief Executive	5 November 2002	F	District	43	Conservative	Internal	19	330	13
6	3DLM	Leader	2 December 2002	M	District	64	Conservative	Internal	19	330	11
7	4DCEF	Managing Director	8 November 2002	F	District	45	Conservative	External	10	600	18 1 unrated
8	4DLM	X-Leader	8 November 2002	M	District	40	Conservative	External	10	600	19
9	5DCEM	Head of Paid Service	19 November 2002	M	District	55	Liberal Democrat	Internal	19	450	16
10	5DLM	Leader (Con.Group)	19 November 2002	M	District	60	Liberal Democrat	Internal	19	450	13
11	6LBCEM	Chief Executive	9 June 2003	M	London Borough	52	Conservative	External	1	7000	12
12	6LBLM	Leader	22 July 2003	M	London Borough	43	Conservative	External	2	7000	12
13	7MLM	Leader	24 June 2003	M	Metropolitan Authority	56	Labour	External	9	12000	15 1 unrated
14	7MCEM	Chief Executive	24 June 2003	M	Metropolitan Authority	55	Labour	External	9	12000	17
15	8ULM	Lib Dem Group Leader	9 July 2003	M	Unitary	65	Liberal Democrat	Internal	13	5500	12
16	8UCEM	Chief Executive	9 July 2003	M	Unitary	49	Liberal Democrat	Internal	13	5500	20

<b>17</b>	9ULM	Leader of the Opposition	15 July 2003	M	Unitary	38	Labour	Internal	4	5000	21
<b>18</b>	9UCEM	Chief Executive	15 July 2003	M	Unitary	52	Labour	Internal	4	5000	15
<b>19</b>	10CEM	Chief Executive	18 July 2003	M	County	48	Labour	Internal	9	16000	14
<b>20</b>	10CLF	Portfolio Holder Ec/Social Regen	18 July 2003	F	County	54	Labour	Internal	9	16000	16
<b>21</b>	11CLM	Leader of the Council	21 July 2003	M	County	63	Conservative	External	2	25000 ??9000??	11
<b>22</b>	11CEM	Chief Executive	24 July 2003	M	County	56	Conservative	External	2	25000	15
<b>23</b>	12CEM	Chief Executive	25 July 2003	M	County	53	Labour	External	3	19500	19 1 unrated
<b>24</b>	12CLM	Leader of the Council	25 July 2003	M	County	64	Labour	External	3	19500	18
<b>25</b>	13UCEM	Chief Executive	15 August 2003	M	Unitary	54	Liberal Democrat	Internal	4	6500	16 5 unrated
<b>26</b>	13ULF	Leader of the Council	15 August 2003	F	Unitary	46	Liberal Democrat	Internal	4	6500	15
<b>27</b>	14CLF	Leader of the Council	22 August 2003	F	County	54	Liberal Democrat	External	3	15000	18
<b>28</b>	14CEM	Chief Executive	22 August 2003	M	County	50	Liberal Democrat	External	3	15000	14
<b>29</b>	15LBCEF	Chief Executive	30 October 2003	F	London Borough	50	Labour	External	8	7000	9
<b>30</b>	15LBLM	Councillor (X Leader)	30 October 2003	M	London Borough	63	Labour	External	8	7000	11
<b>31</b>	16MCEF	Chief Executive	6 November 2003	F	Metropolitan Authority	52	Conservative	External	7	5500	14
<b>32</b>	16MLM	Leader of the Council	6 November 2003	M	Metropolitan Authority	60	Conservative	External	7	5500	13
<b>33</b>	17UCEF	Chief Executive	10 November 2003	F	Unitary	41	Labour	External	6	6500	18
<b>34</b>	17ULF	Leader of the Council	10 November 2003	F	Unitary	53	Labour	External	6	6500	16
<b>35</b>	18CCEF	Chief	2 December 2003	F	County	43	Labour	Internal	8	8000	16



*Appendix D: Pilot Study Interview Schedule*

**Pilot- Interviews**  
***CONFIDENTIAL***

**Interview Schedule**

<b>Chief Executive</b>	<b>Address</b>	<b>Time &amp; Date</b>
Interviewee 1 Male	XXXX District Council Devon	10am Monday 13 Nov 2000
Interviewee 2 Female	XXXX District Council Leicestershire (now Central Govt Agency)	11am Tuesday 21 Nov 2000
Interviewee 3 Female	XXXXXX Council Norfolk	10.30 Monday 27 Nov 2000
Interviewee 4 Male	XXXX District Council, Norfolk	1.30pm Monday 27 Nov 2000
Interviewee 5 Male	XXXX District Council Essex	3.30pm Wed 29 Nov 2000
Interviewee 6 Female	XXXX Metropolitan Council Berkshire	3pm Monday 4 Dec 2000
Interviewee 7 Male	XXX District Council Buckinghamshire	4pm Thursday 14 Dec. 2000



**Appendix E: Constructs Which Coders Could Not Agree On**

2 <sup>nd</sup> Coder's Categories	1 <sup>st</sup> Coder's Categories	Respondent	Construct – Emergent Pole
17	5	16MLM	Professionalism – able to stand up against Councillors
17	11	3DCEF	Has a balanced personality/approach (neither evolution nor tradition)
3	6	14CCEM	Good understanding of and prepared to build the corporateness of the organisation
17	6	20LBLM	Sees CE role as much broader (EG Sunday football is part of work – about style not commitment)
8	7	11CCEM	Tend to take a higher level view (less interested in detail than direction)
12	7	5DCEM	Sees the big picture
6	7	9UCEM	Has a longer term perspective
4	7	9UCEM	Don't get involved in day-to-day work
17	1	17UCEF	Are comfortable with themselves
7	1	7MLM	Clear views. On occasion say "I'm sorry you need to do things a certain way" – mental strength
5	12	1DCEF	Better at synthesizing learning from the outside
4	12	20LBLM	Encourage creativity and innovation in others
4	12	2DLM	Able to put an idea to them (and know they will) give it consideration
4	12	8UCEM	Openness to challenge, willingness to learn
6	12	8ULM	Commitment to a learning culture
7	15	4DCEF	Can drive through a vision
1	15	4DLM	Have enthusiasm, a positive approach to what is being done
17	10	13UCEM	Town planners or have an affinity to physical development
14	10	2DCEM	Good understanding of local community
6	10	3DCEF	Has good understanding of current environment
6	10	3DCEF	Are aware of issues and problems in shire districts – has understanding of scale
5	10	6LBCEM	No baggage, external appointment, views not cluttered by technical thinking, therefore able to listen to arguments without bias
5	13	12CCEM	Personal values align with values of organisation

**Appendix E: Constructs Which Coders Could Not Agree On (cont.)**

1	13	16MLM	Would advise you openly and directly
5	13	2DLM	More easy to talk to, no hidden agenda
16	13	5DLM	Is straight, - what you see is what you get, is not manipulative
16	17	8UCEM	Like people(L) Sense of humour, shared experiences
4	5	9UCEM	Would develop good relationships with directors
6	14	13UCEM	(1) Fit with people out there – key stakeholders
5	14	4DCEF	Good press and PR approach. Knows how to market themselves and their organisation
17	9	6BLM	Not hidebound by bureaucracy
3	4	7MCEM	Style(L) Willing to compromise & accommodate
14	2	20LBCEM	Credible to politicians staff and service users
14	2	20LBCEM	Interesting to listen to, engage others and persuade
5	16	7MCEM	Interpersonal Fit (L) A good relationship with leader can make things happen for the orgn.
17	8	10CLF	Able to be slightly more circumspect in decision making – would mull it over
3	8	16MCEF	Listens (to the meaning behind the moaning)
16	8	17ULF	Come across as able & capable
2	1	18CLM	Listens, but moves to a resolution
7	8	20LBLM	A good understanding of the Law (L) analytical approach to problem solving
7	8	8ULM	Have an analytical capability in identifying issues, clarity & conciseness – Good problem solver
4	17	1DCEF	Have to work less hard at being accepted
5	17	4DLM	Able to divorce personal feelings from professional relationship
5	17	5DLM	Capable of role play
2	17	8UCEM	Self-effacing(L)Recognising you are an important part of the works , but not the only part
7	1	20LBCEM	Methodical, assertive, clear (L) clarifies policies for members
14	2	18CLM	Have the ability to deal with and manage people and take them forward

**Appendix F: Full list of Constructs by Construct Category**

**1a. Tough, Confident & Courageous, – Self Confident, Decisive, Brave, Challenges, Willing to take Risks Tough - Elected Members**

Respondent	Emergent pole of construct
FEMALE ELECTED MEMBERS	
10CLF	Willingness to take risks and undertake risk assessment
10CLF	Was his own person (L) had a view about the future and the confidence to challenge positively
13ULF	Can challenge more effectively
MALE ELECTED MEMBERS	
1DLM	Confident
3DLM	A forceful character with a clear view of what they want to do and how they should do it (a mind of their own)
3DLM	Not egotistical, but self assured
4DLM	Male (L) Strong, perceptive and challenging mind that will confront and negotiate a solution
4DLM	Very confident and challenging individuals
5DLM	Psychologically Big (L) Has the confidence to deal with any situation
12CLM	Quiet, focused and has (without shouting) a band of steel
18CLM	Up front with the issues and willing to force the resolution
18CLM	Decisive
18CLM	Listens, but moves to a resolution
9ULM	Strong enough to stand up to the Leader and disagree at times
19ULM	Strong characters, have a grasp of detail, establish credibility readily
19ULM	Advise appropriately with strength, especially when disagreeing or challenging
7MLM	Decisive
7MLM	Clear views. On occasion say "I'm sorry you need to do things a certain way" –mental strength
7MLM	Strong corporate player (L) will change the culture of the Authority & challenge the way we do things
15LBLM	Knowledgeable and courageous
16MLM	Strong, Robust (L) experienced, would not shy away from talking difficult issues
16MLM	The strength to say no – especially to politicians (to tell you the policy is not workable & to advise another way)
16MLM	Not afraid to speak their mind
16MLM	Not afraid to challenge bad/poor Councillors
16MLM	Professionalism – able to stand up against Councillors
20LBLM	Comfortable taking risks

**Appendix F (cont.)**

**1b. Tough, Confident & Courageous, – Self Confident, Decisive, Brave, Challenges, Willing to take Risks Tough – Chief Executives**

Respondent	Emergent pole of construct
FEMALE CHIEF EXECUTIVES	
1DCEF	Is more decisive
3DCEF	Questions and challenges
4DCEF	Brave (L).Are sufficiently robust to survive when the going gets tough
18CCEF	Is able to speak up against members
18CCEF	Are decisive, will face up to confrontation & make decisions
18CCEF	More robust (L) because of difficult Member-Officer relationships
18CCEF	Would manage people robustly, would manage people out of the organisation
18CCEF	Doesn't mind being unpopular
18CCEF	Direct & to the point (L) because NOC situation provide leadership where there is a vacuum
17UCEF	Courage(L) Able & willing to lead the organisation through instinct (honed competence & experience)
17UCEF	Are comfortable with themselves
17UCEF	Prepared to take risks
17UCEF	Self Confidence (L) Have a sense of worth not merely defined by job "What you see is what you get"
16MCEF	Has a tough side - knowledge of 'basket-case politics, ability not to panic, seen to support and advise Members on difficult issues
MALE CHIEF EXECUTIVES	
5DCEM	Are in command of their brief
11CCEM	Decisive
12CCEM	Decisive, will build consensus and will create an organisation around the talents of individuals
12CCEM	Challenging (& yet not with an edge) has a subtle style, therefore doesn't devalue contribution from others
12CCEM	Has personal self confidence and can be personally courageous & bold
12CCEM	Confidence in own judgment
14CCEM	Can face down conflict from management team and senior councillors (won't tolerate games and nonsense from people)
14CCEM	Prepared to challenge, and knows when not to compromise. Can be directive
14CCEM	Is female (L) has a tenacity, commitment to challenge the organisation
8UCEM	Not afraid to put there heads above the parapet
13UCEM	Prepared to challenge assumptions (being mischievous, allows one to tread places that would otherwise be uncomfortable – central to making a team work)
6LBCEM	Forthright people, will lead from the front Capable of generating change
7MCEM	Strong individual with strong views (L) More likely to deliver results
7MCEM	Able to challenge
7MCEM	A strong CE, knows his mind, will argue his corner, but understands the political framework
20LBCEM	Decisive
20LBCEM	Methodical, assertive, clear (L) clarifies policies for members

*Appendix F (cont.)*

**2a. Inspires Respect/Confidence - Has Influence, Takes People/Staff with Them – Elected Members**

Respondent	Emergent pole of construct
FEMALE ELECTED MEMBERS	
10CLF	Have negotiation skills and take people with them
10CLF	Able to generate respect (L) because it is a figurehead role – gravitas across the board)
14CLF	Know how to 'manipulate' people in order to get the best out of them
14CLF	Good people skills and inclusive (bring people with them)
13ULF	Tries to include people & get people on board on what he is trying to achieve
MALE ELECTED MEMBERS	
1DLM	Someone with respect
1DLM	Has more respect with members and staff
1DLM	Has the qualities of a Chief Executive (L) Able to obtain the respect of the management team and cabinet
2DLM	Would take the staff with them
2DLM	Would be respected
2DLM	More readily accepted by the staff
2DLM	Quickly give you confidence
4DLM	Two-way respect and loyalty
4DLM	Can bring Councillors on board, can communicate with them and motivate them
7MLM	Could command respect, because of her past achievements, breadth of experience & relaxed manner
8ULM	Gives confidence in their competence (P) Is thorough about presenting case, analysing options & presenting options
8ULM	Inspire confidence among anyone they deal with, especially the community
9ULM	Have the confidence they will do the job
11CLM	Able to influence Members (Skillfully, not in a devious way)
11CLM	Convincing
11CLM	Good at persuading
11CLM	Someone who will inspire staff so that they will want to work for you
12CLM	Able to work with members of staff & take them with you
12CLM	Takes people with them
15LBLM	Has a presence – Commands respect from all
15LBLM	Have ability to enthuse
16MLM	Would engender confidence in direction they were suggesting (among staff and politicians)
18CLM	Have the ability to deal with and manage people and take them forward
19ULM	Able to get others to do the work willingly

*Appendix F (cont.)*

**2b. Inspires Respect/Confidence - Has Influence, Takes People/Staff with Them – Chief Executives**

Respondent	Emergent pole of construct
FEMALE CHIEF EXECUTIVES	
4DCEF	Has the charm and the soft skills to take people with them
4DCEF	Gains members support
18CCEF	Can engender a high level of respect from staff (can manage difficult relationships)
MALE CHIEF EXECUTIVES	
5DCEM	Understand and communicate the changing agenda, to engender confidence in the way forward
6LBCEM	Great people inspirer, a good leader (particularly members and staff)
6LBCEM	Adept at politicking (creating change you need to take people with you, smoothing feathers is important)
9UCEM	Inspire people (in order to get things done)
9UCEM	Command respect from Members, officers and Partners (on leadership, strategic & operational issues)
10CCEM	Mutually respect & value
10CCEM	Gain confidence (of staff & Councillors) & re-motivate (to execute the change)
11CCEM	Able to take Members with them, in a persuasive way, which would be convincing
12CCEM	Able to earn respect of colleagues
14CCEM	Could gain the confidence of the experienced Director level team (Could punch their weight & not roll over)
20LBCEM	Interesting to listen to, engage others and persuade
20LBCEM	Credible to politicians staff and service users

*Appendix F (cont.)*

**3a. Political Sensitivity** - Understands Role of Politicians in Local Democracy and Local Governance – Elected Members

Respondent	Emergent Pole of Construct
<b>FEMALE ELECTED MEMBERS</b>	
10CLF	Has good soft 'p' political skills works effectively with councillors
10CLF	Was able to continue with the political ambitions in an even handed way
13ULF	Would understand our political agenda & have enthusiasm for it
14CLF	Would be able to operate within Member's remit, (Would talk to Members about the agenda, and broker a compromise where it was it was more difficult)
<b>MALE ELECTED MEMBERS</b>	
3DLM	Was able to accept and fit into the Political drive, even if against their wishes
3DLM	Would accept the situation because of Political drive even though it may not be professionally what is best
3DLM	Would understand and adjust to Political drive
4DLM	Can manage the political components and Councillor expectations
5DLM	Has an appreciation of the role and dignity of mayoralty function
6LBLM	Can put up with Leader and his Team
7MLM	Common perception of LG (L) Recognize the importance of Member-Officer relationships & doing things in a 'proper' way-suited to (this authority)
9ULM	Make Council work as a collective body
9ULM	Good knowledge/understanding of politics (especially working with all political parties)
9ULM	Fit in with the style of leadership
12CLM	Knows where the Council wants to get to
12CLM	Work in harmony with and have common goals
15LBLM	Knows what it is all about, won't rock the boat, prepared to implement the Council's Policy
15LBLM	Realise their job was to implement the policies of the leading group
18CLM	Have an understanding of the political priorities and changes we were trying to make (OD Issues)
19ULM	Would take the 'lead' in the authority, given role of political leadership
20LBLM	See Members as important/integral part of process
20LBLM	In tune with our (Leading Members) thinking – (e.g. Priorities and ethos, not all political)

*Appendix F (cont.)*

**3b. Political Sensitivity - Understands Role of Politicians in Local Democracy and Local Governance – Chief Executives**

Respondent	Emergent Pole of Construct
FEMALE CHIEF EXECUTIVES	
1DCEF	Able to use language and terminology which are acceptable to elected members
1DCEF	Male(L) Would find it easier to fit into prevailing political culture
4DCEF	Politically astute
15LBCEF	Political Skills (L) It's a hung Council – tight-rope between two main parties. It is about how you interact with Members on a day to day basis.(Interpersonal skills at a political level)
16MCEF	Understands the ability of Politicians to be underhand and devious and untrustworthy
16MCEF	She would make the politicians work out the answers. She would not 'get up their noses'
16MCEF	In a Hung Council, would have appeal to all 3 group leaders
MALE CHIEF EXECUTIVES	
5DCEM	Understands the political complexities and workings
6LBCEM	Would find no problem with 'Officers advise – Members decide'
7MCEM	Would provide strong leadership while anticipating the political requirements
7MCEM	Organisation Fit (L) Fit for purpose to achieve the Council's objective
7MCEM	Proven 'political nouse' (P) understands the culture of Labourism and how it is changing for current Leadership
7MCEM	Know the requirements of the political leadership (and plan for delivery of what council wants to achieve)
8UCEM	Have respect for the role of members
8UCEM	Empathy with democratic choice (Management rationality isn't enough)
11CEM	Would adjust their interaction with Members to ensure they were comfortable
11CEM	A Leader(P) in control of finances & performance management, but perception of 'member-led'
12CEM	Aware of Political dynamic & effective at working with local politicians
13UCEM	(3) fit with 'body politic'
13UCEM	(4) Fit with Cabinet
14CEM	Understands the interface between officers and Members



**Appendix F (cont.)**

**4a. Consultative, Collaborative, Empowering Style – Inclusive, Focused on Developing Others, good at Team Building and Team Working (Internal Partnership Skills) - Elected Members**

Respondent	Emergent Pole of Construct
<b>FEMALE ELECTED MEMBERS</b>	
10CLF	Inclusive in generating ideas (can manipulate without one noticing it)
10CLF	Inclusive in taking people forward
13ULF	Able to listen and consult, and find consensus for moving forward
14CLF	Someone who would talk to anyone regardless of level in organisation, and make them feel their contribution was valued
14CLF	Offer 2-3 options of possible ways forward & give ownership & sense of worth
17ULF	More flexible, more prepared to give ground to other people
17ULF	Good at developing people
<b>MALE ELECTED MEMBERS</b>	
4DLM	Has the skills to keep staff focused
4DLM	Has the soft (people )skills to take a meeting and bring it to a consensus
8ULM	Prepared to delegate appropriately
8ULM	Empowers staff to use own judgment & take appropriate risk
8ULM	Naturally consultative with elected members, seeking partnership with them
8ULM	Sociable, relaxed, supportive of staff (L). Able to get the best out of staff
8ULM	Capable of working effectively with a team
11CLM	Willing to consult, but knows when to make the decision
12CLM	More inclusive, goes out to meet people
12CLM	Consultative Approach
12CLM	Team-worker – inclusive will work with the whole Council & take people with them
18CLM	Sensitive, will not compromise the organisation (will develop policies & initiatives and talk them through with politicians, partners & officers)
18CLM	Judgment, manage the orgn knowing when to step in, when to progress and when to step out
19ULM	Keen on retaining & developing staff
19ULM	Inclusive – willing to walk the job, see & be seen, people focus
20BLM	Trust subordinate/staff to manage their own departments

*Appendix F (cont.)*

**4b. Consultative, Collaborative, Empowering Style – Inclusive, Focused on Developing Others, good at Team Building and Team Working (Internal Partnership Skills) – Chief Executives**

Respondent	Emergent Pole of Construct
FEMALE CHIEF EXECUTIVES	
1DCEF	Is more collaborative in style, a better team-worker
1DCEF	Team works to lead change
3DCEF	Recognises what needs to be done, and involves others in going forward
15LBCEF	Focused on what they need to achieve, but not directive about how they need to achieve it. Consultative & Democratic. Understands the business process
17UCEF	Knowledge is not used as a power tool
17UCEF	Generosity of spirit, will always help others(L) Able to nurture & support people, effect change effectively
18CCEF	Will acknowledge the success of others
19MCEF	Focus on importance of developing people in the organisation
19MCEF	Leadership style, focused on people side of the business in orgn culture change
MALE CHIEF EXECUTIVES	
2DCEM	Inclusive and consensual
5DCEM	More of a listening consultative person
6LBCEM	Team Builders, naturally value people, cohesive management style
7MCEM	Style(P) Willing to compromise & accommodate
8UCEM	Empowerment – A greater sense of self determination and belief of others ability & contribution
8UCEM	Will empower the organisation to see it from the same & empower it to act
8UCEM	Would work through people to get things done
9UCEM	Ability to create a new team
12CCEM	Will work to people's strengths (& will motivate people to feel part of the organisation)
13UCEM	Will enable & empower staff & those within the orgn.
13UCEM	More intellectual enthusiasm (more open to debate & discussion, more scope for participation)

*Appendix F (cont.)*

**5a. Interpersonal, Relationship Building , and Communication Skills – Approachable, Good at Communicating, People Focus – Elected Members**

Respondent	Emergent Pole of Construct
<b>FEMALE ELECTED MEMBERS</b>	
13ULF	Has interpersonal skills to build relationships inside organisations
13ULF	Quiet, thoughtful & reflective, but works hard on personal relationships
14CLF	Very good listening skills (repeats back & confirms he has heard & encourages communication with people
14CLF	Able to keep even the most difficult on board, but in the end able to say "I am sorry this is the way forward"
17ULF	Very good at communicating & getting ideas across to other people, will share information
17ULF	Good at presenting things to an audience
17ULF	Have a sensitivity to what people are about(L) Human quality, has understanding & empathy
<b>MALE ELECTED MEMBERS</b>	
3DLM	Can get on with different people quite well
5DLM	Gender(P) [women] have a better perception of how they come across to others
5DLM	Can manage their own behaviour
5DLM	Are conscious of what the people they manage need from them
5DLM	Has better interpersonal skills
9ULM	Interpersonal style that 'fits' this authority
: 11CLM	Able to walk around the organisation & have a chat, so that they feel valued & improves morale
: 11CLM	Able to communicate with Members (& make members want to go with them willingly
12CLM	Good communication skills & improves communication throughout the organisation
16MLM	Interpersonal skills, that 'something extra'(L) Maintains good relationships, Council, staff, partnerships
20LBLM	Better staff managers, personable

*Appendix F (cont.)*

**5b. Interpersonal, Relationship Building , and Communication Skills – Approachable, Good at Communicating, People Focus – Chief Executives**

Respondent	Emergent Pole of Construct
FEMALE CHIEF EXECUTIVES	
1DCEF	Finds ways to be on same wavelength
3DCEF	Emotional intelligence (P) can keep things in perspective and ensure they are open to feedback
15LBCEF	Have wider skills, including stakeholder, arbiter and negotiator, based on good experience and interpersonal skills. (Could step away and see what is going on.)
16MCEF	Good at maintaining Good relationships, -would work at keeping officer colleagues 'on board'
16MCEF	Is 'individual', smart and stylish and approachable
16MCEF	Strong at listening (quiet, smiles a lot, doesn't show their emotions, keeps their words short to the point, never interrupts)
17UCEF	Ability to talk to different people, to enthuse & vary message (can work with the recipient rather than "I'm the boss & I say...")
17UCEF	Human (P) Can build relationships across all levels effectively
17UCEF	Take time to build good relationships
18CCEF	Woman (L)Can manage interpersonal relationships
19MCEF	Enabling, facilitative personal leadership style, focusing on interpersonal relationships
19MCEF	Good at Member relationships and interpersonal skills
2DCEM	Ability to communicate empathetically and effectively with audiences
MALE CHIEF EXECUTIVES	
2DCEM	Works well at political dimension, works effectively on relationships with members and between members
5DCEM	Have a straight forward approach to dealing with others
9UCEM	Would develop good relationships with directors
9UCEM	Able to have good relationships with all members (including all 3 political parties as NOC)
10CCEM	Able to articulate what needs doing
10CCEM	People People (L) they value establishing personal relationships for intrinsic reasons & to get the best out of the orgn.
10CCEM	Flexible in terms of dealing with people
12CCEM	Will have good presentational skills – 'up-front leadership'
13UCEM	Able to listen intelligently
14CCEM	Keen on Human Relations aspects of management (because of the scale of it need people to get things done)

*Appendix F (cont.)*

**6a. Commitment** – To Staff, Organisation, Town, Area, Customers, Public Sector  
(Wanted This Job – Elected Members)

Respondent	Emergent Pole of Construct
FEMALE ELECTED MEMBERS	
13ULF	Has enthusiasm for this town, would defend it & promote it
17ULF	Committed to the 'bigger picture' (all Wales) – see a role for this authority in bigger arena
17ULF	Commitment to the job – would go the extra mile
17ULF	Someone who would be willing to take a more customer focused perspective
17ULF	Development would be a priority. Wants to make the authority a leader among LAs. Would get the whole organisation on board
MALE ELECTED MEMBERS	
1DLM	Has understanding and vision for the Borough . Says “ this is my town”
1DLM	Has overall understanding and involvement in xxxxxx community
3DLM	Understands the public sector (and issues of political drive)
5DLM	Have a commitment to the organisation and what is required of them
11CLM	Focused on the authority and the future
11CLM	Wanted the job
12CLM	Has an eye to the future and the (West Midlands) regional agenda & national agenda
16MLM	Understood what this authority was, what it had gone through and up to the challenge
18CLM	Make sure our County is known about, raises profile nationally and regionally
19ULM	Wanted to lead this competent organisation
19ULM	Had done their homework (understood where *** fitted into the regional agenda)
20LBLM	Sees CE role as much broader (EG Sunday football is part of work – about style not commitment)

*Appendix F (cont.)*

**6b. Commitment – To Staff, Organisation, Town, Area, Customers, Public Sector (Wanted This Job) – Chief Executives**

Respondent	Emergent Pole of Construct
FEMALE CHIEF EXECUTIVES	
1DCEF	(Concerned with ) improving staff moral
19MCEF	Would/could serve a certain amount of time with this organisation (Consistency & stability)
19MCEF	Strong commitment to corporate processes & systems (to ensure consistency of performance across the organisation)
19MCEF	Understand and relate to the local community – local knowledge
19MCEF	Passion for working in this authority
MALE CHIEF EXECUTIVES	
2DCEM	Ensure that ever opportunity is taken to benefit the town/borough
5DCEM	Fitting in with the place of xx xxxxxx
6LBCEM	Committed, bright and intelligent
6LBCEM	Committed to Public Service(L) Helps to maintain the neutral advisory level – a straightforward view
8UCEM	Concern for role of democracy
8UCEM	Personal values demonstrate a commitment to local people
8UCEM	Strong belief in public service
8UCEM	Have a 'big picture' of how the town works
8UCEM	Passion to drive out inequalities, principally among services
8UCEM	Feel proud of what we do here
11CCEM	Able to put customers first (& the perception of customer service)
12CCEM	Has a consciousness about wider Local Government & regional agenda
13UCEM	Both committed to the town
13UCEM	(2) Fit with Organisation (people in it)
14CCEM	Good understanding of and prepared to build the corporateness of the organisation
14CCEM	Hands on in approach, prepared to make the Council less remote
20LBCEM	People Focused(L) More about community, more about the people who receive the services, making a difference

**Appendix F (cont.)**

**7a. Vision – Has Vision for Organisation & Clarity of Purpose, Strategic – Elected Members**

Respondent	Emergent Pole of Construct
FEMALE ELECTED MEMBERS	
14CLF	Clear vision about where they want to go
MALE ELECTED MEMBERS	
1DLM	Has a vision and gives confidence to members
1DLM	Very knowledgeable about strategy
1DLM	Strategic
2DLM	More strategic approach
3DLM	Clear understanding of where they want to go and (able to) explain their line of thinking
4DLM	Can think strategically and proactively, see long term vision
5DLM	Has a helicopter ability to lift above the situation and get a picture (L) a clear broad vision for the LA
7MLM	Has A clear vision of what a LA should be about
7MLM	Clear in focus, and good at prioritising
7MLM	Clear view of LG & how to get the authority to that point
8ULM	Has a breadth of vision
15LBLM	Strong Willed, Adventurousome, can see the wider picture, has vision
16MLM	Vision – Suggest which way to go on Policy issues
20LBLM	Able to see the broader (corporate) picture
20LBLM	Clear on corporate priorities
20LBLM	Clear strategic thinker

**7b. Vision – Has Vision for Organisation & Clarity of Purpose, Strategic– Chief Execs.**

Respondent	Emergent Pole of Construct
FEMALE CHIEF EXECUTIVES	
4DCEF	Is visible, visionary and walks the talk (Therefore gets things done)
4DCEF	Great vision
4DCEF	Has a vision and secures the development and delivery of the vision
18CCEF	No ambiguity, in terms of staff & members, people are clear on why decisions have been taken – clarity of purpose
MALE CHIEF EXECUTIVES	
2DCEM	Strong sense of purpose (in times of rapid and uncertain change)
2DCEM	Is clear about how to manage the(se) opportunities
2DCEM	Has a sense of purpose and forward direction for Organisation, understands how a modernized authority needs to operate and what needs to be done to make it happen
2DCEM	Clear understanding of where the organisation needs to be and knowing what to do to get it there
5DCEM	Sees the big picture
6LBCEM	Strategic – capable of making decisions and getting things done
8UCEM	Don't get dragged into detail, able to look at the big picture
9UCEM	Has a strategic overview for next 4-5 years
9UCEM	Don't get involved in day-to-day work
9UCEM	Has a longer term perspective
9UCEM	Would have an overview and relate this to political priorities
11CCEM	Visionary
11CCEM	Tend to take a higher level view (les interested in detail than direction)
11CCEM	Able to demonstrate the direction of travel immeasurable ways
11CCEM	Able to articulate the strategic direction well and monitor progress (via PMgmt)
20LBCEM	Sets down a clear path to achieve policies

**Appendix F (cont.)**

**8a. Intellectually Capable Of Dealing with Complex Issues - Competent and Can Take Difficult Decisions/Solve Difficult Problems and Be Directive – Elected Members**

Respondent	Emergent Pole of Construct
<b>FEMALE ELECTED MEMBERS</b>	
10CLF	Able to be slightly more circumspect in decision making – would mull it over
13ULF	Clear management thinking, logical& analytical, communicates this clearly
14CLF	Sufficient intellect to see the whole picture, but can also see detail which might cause a hic-cup
17ULF	Come across as able & capable
17ULF	Effective at managing a whole range of things together
17ULF	Can quickly analyse the situation (so I am dealing with the important things)
<b>MALE ELECTED MEMBERS</b>	
3DLM	Very clear thinking individuals who can explain things in easily understandable language
4DLM	Happy to confront difficult issues and deal with them
4DLM	Will identify issues, take up challenges, offer you options and build flexible pro-active orgn to take up the challenges from Govt. agenda
5DLM	Above average – bright enough to do the job
6LBLM	Good at shaping
7MLM	Find solutions to problems
8ULM	Have an analytical capability in identifying issues, clarity & conciseness – Good problem solver
8ULM	Able to work under pressure
8ULM	Competent & capable of engaging well with the organisation
9ULM	Good brain/intellect
20LBLM	A good understanding of the Law (L) analytical approach to problem solving
20LBLM	Intellectual rigor, academically competent (L) Involved in national thinking (for advantage of the Borough), - Has professional respect at national level

**8b. Intellectually Capable Of Dealing with Complex Issues -- Chief Executives**

Respondent	Emergent Pole of Construct
<b>FEMALE CHIEF EXECUTIVES</b>	
3DCEF	Intellectual(L). Has the brain power to see behind the issues, to see the longer term issues
16MCEF	Listens (to the meaning behind the moaning)
16MCEF	Attention to detail (would not make too many mistakes)
16MCEF	Could advise members on difficult issues
17UCEF	Have the ability to grasp the essence of a problem & focus on this
17UCEF	Extremely competent (P) Skill set with leadership, intuition, intellectually capable)
18CCEF	Capable of sorting out ambiguity and drift
<b>MALE CHIEF EXECUTIVES</b>	
2DCEM	An ability to manage multiple issues and be clear about what end result is required
2DCEM	Would know how to work at multiple levels
5DCEM	Has the ability to pick up the knowledge and the mental alacrity to say 'his is what we do with it'
5DCEM	Look at and deal with a number of complex issues at the same time
8UCEM	Clever guys (P) Have the ability to think things through & identify connections internally & externally (in order to deal with complex situations
8UCEM	Able to empathise with complexity of things,& include political stakeholders (don't jump to simple solutions)
13UCEM	Can carry a more complex brief & a variety of conflicting objectives
14CCEM	Tenacity to deal with difficulties
14CCEM	Could work successfully at different levels
20LBCEM	Clear thinking
20LBCEM	Well organised – plan how the job is done



*Appendix F (cont.)*

**9a. Effective, Delivers Outcomes - Gets Things Done - Elected Members**

Respondent	Emergent Pole of Construct
FEMALE ELECTED MEMBERS	
14CLF	Set timeframes within which they would expect things to be done
MALE ELECTED MEMBERS	
1DLM	Would make progress
1DLM	Has a good understanding of new agenda and enthusiasm (for it), and able to deliver the strategic objectives
4DLM	Will ensure morale improves, there is focus and process and management structure delivers
5DLM	Are achievers(L) Would get things done
6LBLM	Not hidebound by bureaucracy
6LBLM	Good at making policy work
7MLM	Will ensure political vision is achieved
9ULM	Able to run an effective organisation
9ULM	Demonstrate Corporate Leadership(Depart. are delivering)
9ULM	Capacity to work, to deliver
9ULM	Runs organisation Effectively, including reports, budgets
9ULM	Strong corporate leadership to ensure services are delivered
20LBLM	Delivery/Service Focused

**9b. Effective, Delivers Outcomes - Gets Things Done – Chief Executives**

Respondent	Emergent Pole of Construct
FEMALE CHIEF EXECUTIVES	
1DCEF	Is experienced at handling conflict and finding a way through
1DCEF	More interested in delivery and action on the ground
1DCEF	Better at translating aspirations into actions
3DCEF	Able to manage the job and deliver
3DCEF	Forward thinking chief executives – ‘deliverers’
4DCEF	Able to move blockages
4DCEF	Ensure agreed decisions are taken
4DCEF	Will deliver the vision
18CCEF	Delivers
18CCEF	Gets things done to the Political agenda
19MCEF	Outcome focused(P), clear articulation of priorities & focused on delivering outcomes for community (incremental change)
MALE CHIEF EXECUTIVES	
7MCEM	Strong Leadership to provide improved services
9UCEM	Get things done, ensure they would finish things
9UCEM	Reputation for doing things and tacking things (results oriented)
9UCEM	Would exercise close control over organisation & ensure things happen
10CCEM	Able to execute & deliver
10CCEM	Good demonstrable record of achieving things
11CCEM	Focus on outcomes
14CCEM	Someone who delivers within timeframes
14CCEM	Resolute about understanding & delivering the political objectives
20LBCEM	Enables policies to be implemented

**Appendix F (cont.)**

**10a. Previous Experience – Elected Members**

Respondent	Emergent Pole of Construct
<b>FEMALE ELECTED MEMBERS</b>	
10CLF	Have County level experience at senior corporate level (L) In order to manage the 'scale' of the council
10CLF	Has broad experience of different types of Councils
14CLF	Used to taking a wider role and working across service areas
14CLF	Have experience within Local Government relating to Members (to get us all working together)
14CLF	Able to interpret own experience & apply to broader service areas
17ULF	Has breadth of experience, both inside and outside Local Government
2DLM	Have a wide experience of different types of local government
<b>MALE ELECTED MEMBERS</b>	
4DLM	Have a breadth of experience
6LBLM	Not steeped in Local Government
7MLM	External(L) has no baggage & not burdened with the past
9ULM	Good track record
9ULM	Good education experience
12CLM	Has experience of a county with similar issues
15LBLM	Knowledge of infrastructure of Local Government
18CLM	Experience running large complex authorities
19ULM	Transferable large authority experience

**10b. Previous Experience – Chief Executives**

Respondent	Emergent Pole of Construct
<b>FEMALE CHIEF EXECUTIVES</b>	
3DCEF	Has good understanding of current environment
3DCEF	Have relevant experience in a similar authority (L) Has insight into particular problems facing this type of authority
3DCEF	Are aware of issues and problems in shire districts – has understanding of scale
3DCEF	Have a lot of experience, knowledge and application of doing the job
16MCEF	Vast 'Big Issue' Experience of Local Government- seen it before, won't get flustered
17UCEF	Transferable Experience
18CCEF	Service credibility (experience) in a large authority
19MCEF	Knowledge & experience of resources in the round, strong understanding of corporate core of organisation & importance in terms of service delivery/performance outcomes
19MCEF	Strong experience of corporate governance, corp. process and service delivery
19MCEF	Experience in new and emerging areas of LGvt (cutting edge e.g. strategic partnerships)Willing to embrace change
<b>MALE CHIEF EXECUTIVES</b>	
2DCEM	Good understanding of local community
5DCEM	Has broader life, political and management experiences
6LBCEM	No baggage, external appointment, views not cluttered by technical thinking, therefore able to listen to arguments without bias
7MCEM	Experienced CEs and familiar with Metropolitan Authorities
9UCEM	Had a more suitable background (planning/development)
9UCEM	Age (L) had sufficient Local Government experience
11CCEM	Have been CE in more than one authority (L). Able to use previous experience gained in these roles – bring best practice
13UCEM	Town planners or have an affinity to physical development

**Appendix F (cont.)**

**11a. Change Management – Embraces, Encourages and Leads Change - Elected Members**

Respondent	Emergent Pole of Construct
FEMALE ELECTED MEMBERS	
13ULF	Have a strong agenda & vision for change (in a way which engages staff)
13ULF	Can deliver change successfully (gets people's buy-in & ownership)
MALE ELECTED MEMBERS	
1DLM	Able to promote the new agenda
2DLM	Capable of undertaking radical restructuring
2DLM	Ability to move the council to a more corporate approach, determined to break down 'silo' mentality
9ULM	Willingness to want to change the organisation
9ULM	Bring in structural change in a gentle way
9ULM	Able to turn around failing organisations
9ULM	Can deliver change successfully
12CLM	Would implement change well (make change stick)
16MLM	Demonstrate that they could handle difficult times and 'lead' the changes
16MLM	Look at policy and advise change and how to implement it
18CLM	Ambitious about change – a 'can do' approach
19ULM	Wanted to build on where the authority was, while recognising changes still needed

**11b. Change Management – Embraces, Encourages and Leads Change – Chief Executives**

Respondent	Emergent Pole of Construct
FEMALE CHIEF EXECUTIVES	
1DCEF	Very interested in transformational leadership and step change and
3DCEF	Has a balanced personality/approach (neither evolution nor tradition)
3DCEF	Could do it, make changes/progress, in the right way
4DCEF	Willing to embrace step-change
4DCEF	Willing to embrace and drive step change
15LBCEF	Recognises the need for change and need to evolve (and would drive it to)
15LBCEF	Huge wealth of experience, Understand about the process of change and see the wider context
MALE CHIEF EXECUTIVES	
5DCEM	Signed up to the modernizing agenda and willing to take people forward
7MCEM	Will deliver change for the Leader
9UCEM	Element of continuity, stability enabling quicker change
10CCEM	Committed to changing the organisation
11CCEM	Understand how IT could improve the business, change culture and provide better customer services
11CCEM	Approach change management intellectually, but in a way which would not turn off Members
12CCEM	Take a strong position on change, be a dynamic change and would work through colleagues and individual
12CCEM	Wants to modernize, improve & change
12CCEM	Driven by Cultural transformation
12CCEM	Would champion culture change and diversity issues
14CCEM	Succeed at making change happen
20LBCEM	Lead Change – empower staff

**Appendix F (cont.)**

**12a. Innovative and or Creative – A Lateral Thinker, Flexible, Open to New Ideas & Experiments, Encourages Learning – Elected Members**

Respondent	Emergent Pole of Construct
FEMALE ELECTED MEMBERS	
10CLF	Have the confidence and will to experiment
10CLF	Think outside the box
14CLF	Would work around previous obstacles
14CLF	Find new ways of doing things
14CLF	Encourage cross departmental learning, sharing of good practice
14CLF	Would encourage people to do things slightly differently
MALE ELECTED MEMBERS	
2DLM	Able to put an idea to them (and know they will) give it consideration
4DLM	Can sit down and bounce/spark off each other
4DLM	Perceptive
6LBLM	Prepared to think out side the box
6LBLM	Innovative
7MLM	See the 'grey'
8ULM	Commitment to a learning culture
12CLM	Generates ideas & gives ownership & credit to others
12CLM	Would glean ideas and good practice from all areas
20LBLM	Encourage creativity and innovation in others

**12b. Innovative and or Creative – A Lateral Thinker, Flexible, Open to New Ideas & Experiments, Encourages Learning – Chief Executives**

Respondent	Emergent Pole of Construct
FEMALE CHIEF EXECUTIVES	
1DCEF	Better at synthesizing learning from the outside
3DCEF	Able to improve, move on and change
15LBCEF	More creative
17UCEF	Flexible (can change if halfway down a process)
19MCEF	Track record of innovation (underpinned by strong focus on infrastructure – 'Managed environment')
19MCEF	Would have a wide view of corporate resource base
MALE CHIEF EXECUTIVES	
5DCEM	Innovative and lateral thinkers
5DCEM	Alert and willing to benefit from new experiences
5DCEM	Has a laid back and tolerant attitude to diversity of views
6LBCEM	Innovative, focused on outcomes, capable of driving the change agenda
8UCEM	Sees issues and problems from a multiple stakeholders point of view
8UCEM	Openness to challenge, willingness to learn
11CCEM	Very independent thinkers who would arrive at their own conclusions (based on reason & logic)
13UCEM	To do with fun- playfulness, distracts people from pre-occupation, motivates people & enables them to be creative
13UCEM	More Playful (L) can generate creativity & motivate people to succeed
14CCEM	Risk taker, maverick, prepared to try different things
20LBCEM	Innovative, offers new opportunities to members

*Appendix F (cont.)*

**13a. Trust, Integrity, Honesty – Elected Members**

Respondent	Emergent Pole of Construct
FEMALE ELECTED MEMBERS	
13ULF	Trust, would work together to deliver the political agenda
17ULF	Open and frank with everyone
MALE ELECTED MEMBERS	
2DLM	More easy to talk to, no hidden agenda
4DLM	Able to respect and trust professional competence
5DLM	Is straight, - what you see is what you get, is not manipulative
7MLM	Would be straight
9ULM	Good working/professional relationship, able to have honest/open dialogue
12CLM	Develops trusting relationships
15LBLM	Integrity
15LBLM	(Need to be) Are above suspicion
16MLM	Competent, Councillors would trust their advice
16MLM	Would advise you openly and directly
18CLM	More open more transparent approach with partners, able to build up significant trust
18CLM	Strong corporate leadership, able to develop tremendous trust (take orgn forward, orgn feels confident & involved & part of the orgn)
20LBLM	Trust, believe they are honest

**13b. Trust, Integrity, Honesty – Chief Executives**

Respondent	Emergent Pole of Construct
FEMALE CHIEF EXECUTIVES	
4DCEF	Principled, be able to act a Council's policeman
16MCEF	Able to acknowledge mistakes that they make
17UCEF	Relationships built on trust (ability to generate that level of relationship)
17UCEF	Honest communication
18CCEF	More substance (skill & experience), more honest
MALE CHIEF EXECUTIVES	
7MCEM	High degree of trust
7MCEM	Integrity
10CCEM	Can command the trust of Councillors & staff
10CCEM	More balanced, secure and grounded (and able to gain trust & follow through from others)
10CCEM	Have openness & honesty & canniness when to respect confidences (has political trust) Good way of conducting discussion & engagement with organisation & politicians
11CCEM	Includes trust & integrity. Take members with them, support Members & convince Snr members & staff of direction of travel.
12CCEM	Transparent honesty, and allows people to trust you
12CCEM	Speaks from the heart
12CCEM	Personal values align with values of organisation
20LBCEM	Clear personal values (L), morally, integrity, ethics, honesty, appropriate behaviour in public life

*Appendix F (cont.)*

**14a. External Partnership Skills - Networking, Promoting the Organisation, Building External Partnerships, External Figure Head Role – Elected Members**

Respondent	Emergent Pole of Construct
FEMALE ELECTED MEMBERS	
10CLF	Have networking skills, and have well developed network of useful contacts
13ULF	Actively tries to build partnerships (with other organisations)
13ULF	Willing to work in partnership with others & other organisations to achieve best for authority
14CLF	Good at partnership working (partners would have confidence in them)
MALE ELECTED MEMBERS	
1DLM	Exceptional in promoting the image of the Borough (L). Is able to gain the respect of the communities, Business Partners & other agencies
1DLM	Desire to promote the image of the Borough
1DLM	Able to promote the Council's vision and strategic objectives
1DLM	Confidence in being able to lead in the Chief executive role, & outside with partners
: 11CLM	Has a good network among partners and government
12CLM	Carry the authority nationally and internationally, capable of figurehead leadership role
18CLM	Would articulate the message in an understandable way to the public
18CLM	Has stature, the delivery skills required to deal with public & difficult Councillors
19ULM	Energetic in selling 'our council', create a profile of the council regionally & nationally

**14b. External Partnership Skills - Networking, Promoting the Organisation, Building External Partnerships, External Figure Head Role – Chief Executives**

Respondent	Emergent Pole of Construct
FEMALE CHIEF EXECUTIVES	
4DCEF	Good press and PR approach. Knows how to market themselves and their organisation
16MCEF	Organised, efficient, smartly presented(in order to improve the overall image of the Authority)
MALE CHIEF EXECUTIVES	
2DCEM	Good at working with others, influencing and negotiating
2DCEM	Works with others, and interprets what members and community want and does these things (Works well at the political interface)
2DCEM	Manages the external challenges and influences to achieve best effect
2DCEM	Has a clear sense of purpose, able to work with a number of other agencies and not be pulled in different directions
2DCEM	Works with others
2DCEM	Good at collaborative and partnership working to achieve key projects
6LBCEM	Have a good presence and public persona (capable of representing the authority)
6LBCEM	Good at networking beyond the organisation (L) Need to influence the perception of the authority among those important others outside
13UCEM	(1) Fit with people out there – key stakeholders
13UCEM	Would energetically promote the interests of the authority
13UCEM	Engaging & personable and make connections (L) important role of networking & partnership and having good influence

**Appendix F (cont.)**

**15a. Energetic, Dynamic - Focused, Has Drive – Elected Members**

Respondent	Emergent Pole of Construct
FEMALE ELECTED MEMBERS	
10CLF	Have stamina & determination
13ULF	Enthusiasm for their agenda
13ULF	Dynamic & would make change happen
17ULF	Energy & Dynamism
MALE ELECTED MEMBERS	
1DLM	Very Proactive
2DLM	More 'hands-on'
4DLM	Have enthusiasm, a positive approach to what is being done
6LBLM	Would rather do it than write it down
6LBLM	Pro-active
6LBLM	Less interested in bureaucracy, leads – a go-getter
6LBLM	Character – larger than life, present well
: 11CLM	Have drive and could get in and sort things out
12CLM	Sense of purpose & energy to lead the authority through these changes
12CLM	Has a vision & the drive to make it happen
20LBLM	Hands on – will sort out/solve the problem himself

**15b. Energetic, Dynamic - Focused, Has Drive – Chief Executives**

Respondent	Emergent Pole of Construct
FEMALE CHIEF EXECUTIVES	
1DCEF	Is able to cut across disagreements, broker decisions and drive things forward
4DCEF	Can drive through a vision
4DCEF	Vision and drive to get things done in tight timescale
4DCEF	Have drive, vision and can get things done – can rub people up the wrong way, has a degree of ruthlessness and will effect step-change
15LBCEF	Can roll her sleeves up and be a "doer". Can step away from the position/role of CE
17UCEF	Energy, enthusiasm & freshness
MALE CHIEF EXECUTIVES	
8UCEM	Have the energy & vitality to do the job, be an exemplar of the organisation's values
10CCEM	Determined, not distracted persistent, to ensure things are see through, challenge inertia.
10CCEM	Energetic, in order to drive the organisation & get things done
20LBCEM	Dynamic & Energetic

**Appendix F (cont.)**

**16a. Personal Liking - “I can work with them” – Elected Members**

Respondent	Emergent Pole of Construct
FEMALE ELECTED MEMBERS	
10CLF	Enables a relationship to begin & networks to start – I’m comfortable with them, Someone who was personable
17ULF	Good at dealing with people, feel relaxed with this person
MALE ELECTED MEMBERS	
3DLM	“I could work with them” – they would appreciate the political-operational divide
3DLM	Chemistry – you knew you could work with them
4DLM	We could work as a team
4DLM	I can work with this person and feel confident (that they will) deliver the Council’s agenda
7MLM	Can get on with someone, unable to define it –personal chemistry (did not rate it!!)
9ULM	Like the personality/individual character of the person
15LBLM	Was at ease in any company
18CLM	Warm to them, easy to make relationship, build trust, & talk openly about issues with them

**16b. Personal Liking - “I can work with them” – Chief Executives**

Respondent	Emergent Pole of Construct
MALE CHIEF EXECUTIVES	
7MCEM	Interpersonal Fit (P) A good relationship with leader can make things happen for the orgn.
7MCEM	Personal Liking
7MCEM	Ability to work with the Leader (P) Key aspect of fit is chemistry between Leader/CE
13UCEM	(5) Fit with Leader



**Appendix F (cont.)**

**17a. Other - Cannot allocate sensibly to any category – Elected Members**

Respondent	Emergent Pole of Construct
MALE ELECTED MEMBERS	
1DLM	Is able to give a clear steer at leadership
2DLM	Better Leaders
4DLM	Able to divorce personal feelings from professional relationship
5DLM	Capable of role play
5DLM	Has presence and leadership
6LBLM	Leaders, make things happen, and think quickly and motivate staff, build teams & create waves
7MLM	Sense of humour, funny (L) important in dealing with the pressure and can improve member-officer relationship
9ULM	Sound management skills
15LBLM	Ability to lead
19ULM	Attention to the job – they know the agenda
19ULM	Would ensure internal workings of authority were smooth

**17b. Other - Cannot allocate sensibly to any category – Chief Executives**

Respondent	Emergent Pole of Construct
FEMALE CHIEF EXECUTIVES	
1DCEF	Better developed sense of humor (L) Is better engaged and makes connections with people
1DCEF	Have to work less hard at being accepted
4DCEF	Good administratively
15LBCEF	Wicked sense of humour, don't take yourself too seriously. A personal survival tool, remove friction our of situations – a stress buster
15LBCEF	Would make it clear to people that they need a good work-life balance
16MCEF	Sense of humour, would joke, has the self confidence to laugh with Members, easy manner with Members
17UCEF	Do not take themselves too seriously, use humour. Can build relationships with Members
17UCEF	Don't need to exercise personal control (Don't need to control, don't need to be at epicenter)
18CCEF	Have a sense of humour & sense of perspective, not over important
MALE CHIEF EXECUTIVES	
5DCEM	Gives the impression and leadership
5DCEM	Someone who understands and respects tradition
7MCEM	Sense of Humour
8UCEM	Self-effacing(P)Recognising you are an important part of the works , but not the only part
8UCEM	Like people(P) Sense of humour, shared experiences
12CCEM	Don't need high personal status
12CCEM	Put other people before themselves (leads and supports)
12CCEM	Instinctiveness

*Appendix G: Analysis by ‘Type’ of Authority – Chief Executives*

*Frequency Table: Comparison of Chief Executive responses by ‘TYPE’ of Authority*

<b>Construct Category</b> <i>(Label)</i>  <i>(N=5 for each sub-group)</i>	<b>DISTRICT Councils</b> Number of CEs Identifying at least 1 construct in this category	<b>COUNTY Councils</b> Number of CEs Identifying at least 1 construct in this category	<b>UNITARY Councils</b> Number of CEs Identifying at least 1 construct in this category	<b>LONDON BOROUGH &amp; METROPOLITAN Authorities</b> Number of CEs Identifying at least 1 construct in this category	<b>ALL Authorities</b> Number of CEs Identifying at least 1 construct in this category
<b>1. Tough, Confident &amp; Courageous</b>	4	4	3	4	15
<b>2. Inspires Respect /Confidence</b>	2	5	1	2	10
<b>3. Political Sensitivity</b>	3	3	2	4	12
<b>4. Consultative, Collaborative, Empowering Style</b>	4	2	5	3	14
<b>5. Interpersonal Relationship Building Skills and Communication Skills</b>	4	3	3	2	14
<b>6. Commitment</b>	3	4	2	2	11
<b>7. Vision</b>	3	2	2	2	9
<b>8. Intellectually Capable Of Dealing with Complex Issues</b>	3	2	3	2	10
<b>9. Effective, Delivers Outcomes</b>	3	4	2	2	11
<b>10. Previous Experience</b>	3	2	4	3	12
<b>11. Change Management</b>	4	4	1	3	12
<b>12. Innovative and or Creative</b>	3	2	4	3	12
<b>13. Trust, Integrity, Honesty</b>	1	4	1	3	9
<b>14. External Partnership Skills</b>	2	0	1	2	5
<b>15. Energetic, Dynamic</b>	2	1	2	2	7
<b>16. Personal Liking</b>	0	0	1	1	2
<b>Others</b>	3	2	2	3	10

*Appendix H: Analysis by ‘Type’ of Authority – Elected Members*

*Frequency Table - Comparison of Elected Member responses by ‘TYPE’ of Authority*

<b>Construct Category</b> <i>(Label)</i>	<b>DISTRICT Councils</b> Number of EMs Identifying at least 1 construct in this category	<b>COUNTY Councils</b> Number of EMs Identifying at least 1 construct in this category	<b>UNITARY Councils</b> Number of EMs Identifying at least 1 construct in this category	<b>LONDON BOROUGHS &amp; METROPOLITAN Authorities</b> Number of EMs Identifying at least 1 construct in this category	<b>ALL Authorities</b> Number of EMs Identifying at least 1 construct in this category
<b>1. Tough, Confident &amp; Courageous</b>	4	3	3	4	14
<b>2. Inspires Respect /Confidence</b>	3	5	4	3	15
<b>3. Political Sensitivity</b>	3	4	3	4	14
<b>4. Consultative, Collaborative, Empowering Style</b>	1	5	4	1	11
<b>5. Interpersonal, Relationship, Building and Comm. Skills</b>	2	3	3	2	10
<b>6. Commitment</b>	3	3	3	2	11
<b>7. Vision</b>	5	1	1	4	11
<b>8. Intellectually Capable Of Dealing with Complex Issues</b>	3	2	4	3	12
<b>9. Effective, Delivers Outcomes</b>	3	1	1	3	8
<b>10. Previous Experience</b>	2	4	3	3	12
<b>11. Change Management</b>	2	2	3	1	8
<b>12. Innovative and or Creative</b>	2	3	1	3	9
<b>13. Trust, Integrity, Honesty</b>	3	2	3	4	12
<b>14. External Partnership Skills</b>	1	5	2	0	8
<b>15. Energetic, Dynamic</b>	3	3	2	2	10
<b>16. Personal Liking</b>	2	2	2	2	8
<b>Others</b>	4	0	2	3	9

*Appendix I: Analysis by ‘Political Party’ – Elected Members*

*Frequency Table: Comparisons between Elected Members from different Political Parties*

<b>Construct Category</b> <i>(Label)</i>	<b>Number of CONSERVATIVE EMs having at least one Construct within this Category</b> (N=5)  <b>(Percentage)</b>	<b>Number of LABOUR EMs having at least one Construct within this Category</b> (N= 11)  <b>(Percentage)</b>	<b>Number of LIBERAL DEMOCRAT EMs having at least one Construct within this Category</b> (N=4) <b>(Percentage)</b>	<b>TOTAL Number of EMs having at least one Construct within this Category</b> (N=20) <b>(Percentage)</b>
<b>1. Tough, Confident &amp; Courageous</b>	3 (60%)	9 (81.8%)	2 (50%)	14 (70%)
<b>2. Inspires Respect /Confidence</b>	3 (60%)	9 (81.8%)	3 (75%)	15 (75%)
<b>3. Political Sensitivity</b>	3 (60%)	8 (72.7%)	3 (75%)	14 (70%)
<b>4. Consultative, Collaborative, Empowering Style</b>	2 (40%)	6 (54.5%)	3 (75%)	11 (55%)
<b>5. Interpersonal Relationship Building Skills &amp; Comm. Skills</b>	3 (60%)	4 (36.4%)	3 (75%)	10 (50%)
<b>6. Commitment</b>	3 (60%)	6 (54.5%)	2 (50%)	11 (55%)
<b>7. Vision</b>	3 (60%)	5 (45.5%)	3 (75%)	11 (55%)
<b>8. Intellectually Capable Of Dealing with Complex Issues</b>	3 (60%)	6 (54.5%)	4 (100%)	12 (60%)
<b>9. Effective, Delivers Outcomes</b>	2 (40%)	4 (36.4%)	2 (50%)	8 (40%)
<b>10. Previous Experience*</b>	2 (40%)	9 (81.8%)	1 (25%)	12 (60%)
<b>11. Change Management</b>	1 (20%)	6 (54.5%)	1 (25%)	8 (40%)
<b>12. Innovative and or Creative</b>	2 (40%)	5 (45.5%)	2 (50%)	9 (45%)
<b>13. Trust, Integrity, Honesty</b>	2 (40%)	8 (72.7%)	2 (50%)	12 (60%)
<b>14. External Partnership Skills</b>	1 (20%)	5 (45.5%)	2 (50%)	8 (40%)
<b>15. Energetic, Dynamic</b>	3 (60%)	6 (54.5%)	1 (25%)	10 (50%)
<b>16. Personal Liking</b>	2 (40%)	6 (54.5%)	0 (0%)	8 (40%)
<b>Others</b>	2 (40%)	6 (55%)	1 (25%)	9 (45%)

\* p ≤ .1

The above table has shaded those Construct groupings where there was 60% or more agreement among Elected Members of each Political Party

*Appendix J: Analysis by ‘Internal or External Appointment’ – Chief Executives*

**Frequency Table: Constructs by Internal or External Appointment (Chief Executives Only)**

<b>Construct Category</b> <i>(Label)</i>	Number of Internally Appointed Chief Executives (N=8) (Percentage)	Number of Externally Appointed Chief Executives (N=12) (Percentage)	All Chief Executives (N=20) (Percentage)
<b>1. Tough, Confident &amp; Courageous</b>	6 (75%) Rank 10	9 (75%) Rank 1=	15 (75%)
<b>2. Inspires Respect / Confidence</b>	5 (62.5%) Rank 4=	5 (41.7%) Rank 11	10 (50%)
<b>3. Political Sensitivity</b>	3 (37.5%) Rank 12=	9 (75%) Rank 1=	12 (60%)
<b>4. Consultative, Collaborative, Empowering Style</b>	6 (75%) Rank 1=	8 (66.7%) Rank 3=	14 (70%)
<b>5. Interpersonal, Relationship Building and Communication Skills</b>	6 (75%) Rank 1=	8 (66.7%) Rank 3=	14 (70%)
<b>6. Commitment</b>	4 (50%) Rank 11	7 (58.3%) Rank 5=	11 (55%)
<b>7. Vision</b>	5 (62.5%) Rank 4=	4 (33.3%) Rank 12=	9 (45%)
<b>8. Intellectually Capable Of Dealing with Complex Issues *</b>	6 (75%) Rank 1=	4 (33.3%) Rank 12=	10 (50%)
<b>9. Effective, Delivers Outcomes</b>	5 (62.5%) Rank 4=	6 (50%) Rank 9=	11 (55%)
<b>10. Previous Experience</b>	5 (62.5%) Rank 4=	7 (58.3%) Rank 5=	12 (60%)
<b>11. Change Management</b>	5 (62.5%) Rank 4=	7 (58.3%) Rank 5=	12 (60%)
<b>12. Innovative and or Creative</b>	5 (62.5%) Rank 4=	7 (58.3%) Rank 5=	12 (60%)
<b>13. Trust, Integrity, Honesty</b>	3 (37.5%) Rank 12=	6 (50%) Rank 9=	9 (45%)
<b>14. External Partnership Skills</b>	1 (12.5%) Rank 15=	4 (33.3%) Rank 12=	5 (25%)
<b>15. Energetic, Dynamic</b>	3 (37.5%) Rank 12=	4 (33.3%) Rank 12=	7 (35%)
<b>16. Personal Liking</b>	1 (12.5%) Rank 15=	1 (8.3%) Rank 16	2 (10%)
<b>Others</b>	3 (37.5%)	7 (58.3%)	10 (50%)

\* p < .1

*Appendix K: Analysis by 'Age' – All Respondents*

**Table 6.19: Frequency Table: Number Of Respondents Having At Least One Construct In This Category by Age**

Construct Category (Label)	<40 (N=2)	% of Constructs in this Category Accounted for by this Age Group	40- 44 (N=7)	%	45- 49 (N=6)	%	50-54 (N=11)	%	55- 59 (N=6)	%	60- 64 (N=6)	%	>64 (N=2)	%	Total (N=40)	% Total Constructs in this Category Accounted for by this Age Group
<b>NO. &amp; % of Sample</b>		5%		17.5%	(N=6)	15%	(N=11)	27.5%	(N=6)	15%	(N=6)	15.0%	(N=2)	5.0%	(N=40)	100%
<b>1. Tough, Confident &amp; Courageous</b>	2	6.9%	4	13.8%	5	17.2%	7	24.1%	6	20.7%	5	17.2%	0	0%	29	100%
<b>2. Inspires Respect /Confidence</b>	1	4%	2	8%	4	16%	7	28%	5	20%	4	16%	2	8%	25	100%
<b>3. Political Sensitivity *</b>	2	7.7%	2	7.7%	4	15.4%	8	30.8%	6	23.1%	4	15.4%	0	0%	26	100%
<b>4. Consultative, Collaborative, Empow. Style</b>	1	4%	6	24%	3	12%	8	32%	4	16%	2	8%	1	4%	25	100%
<b>5. Interpersonal Relationship Building Skills &amp; Comm. Skills*</b>	2	8.3%	5	20.8%	3	12.5%	8	33.3%	1	4.2%	5	20.8%	0	0%	24	100%
<b>6. Commitment</b>	1	4.5%	2	9.1%	4	18.2%	6	27.3%	4	18.2%	5	22.7%	0	0%	22	100%
<b>7. Vision</b>	1	5%	3	15%	3	15%	4	20%	3	15%	4	20%	2	10%	20	100%

<b>8. Intellectually Capable Of Dealing with Complex Issues *</b>	2	9.1%	6	27.3%	2	9.1%	7	31.8%	2	9.1%	1	4.5%	2	9.1%	22	100%
<b>9. Effective, Delivers Outcomes</b>	2	10.5%	5	26.3%	4	21.1%	4	21.1%	3	15.8%	1	5.3%	0	0%	19	100%
<b>10. Previous Experience**</b>	1	4.2%	7	29.2%	0	0%	7	29.2%	6	25%	2	8.3%	1	4.2%	24	100%
<b>11. Change Management</b>	1	5%	1	5%	5	25%	5	25%	5	25%	2	10%	1	5%	20	100%
<b>12. Innovative and or Creative</b>	1	4.8%	5	23.8%	2	9.5%	7	33.3%	3	14.3%	1	4.8%	2	9.5%	21	100%
<b>13. Trust, Integrity, Honesty</b>	2	9.5%	3	14.3%	3	14.3%	4	19%	4	19%	4	19%	1	4.8%	21	100%
<b>14. External Partnership Skills</b>	0	0%	1	7.7%	3	23.1%	5	38.5%	2	15.4%	2	15.4%	0	0%	13	100%
<b>15. Energetic, Dynamic**</b>	1	5.9%	3	17.6%	6	35.3%	4	23.5%	0	0%	2	11.8%	1	5.9%	17	100%
<b>16. Personal Liking</b>	1	10%	1	10%	0	0%	3	30%	3	30%	2	20%	0	0%	10	100%
<b>Others</b>	1	5.3%	4	21.1%	4	21.1%	3	15.8%	4	21.1%	2	10.5%	1	5.3%	19	100%

\*  $p \leq .1$

\*\*  $p \leq .05$

## Appendix L: Chi-Squared Analyses

### A. Type of Position by Construct Category (Table 6.3)

#### (i) Personal Liking

Crosstab			Personal Liking		Total
			No	Yes	
Position	Elected Member	Count	12	8	20
		Expected Count	15.0	5.0	20.0
		% within Position	60.0%	40.0%	100.0%
		% within Personal Liking	40.0%	80.0%	50.0%
		% of Total	30.0%	20.0%	50.0%
	Chief Executive	Count	18	2	20
		Expected Count	15.0	5.0	20.0
		% within Position	90.0%	10.0%	100.0%
		% within Personal Liking	60.0%	20.0%	50.0%
		% of Total	45.0%	5.0%	50.0%
Total		Count	30	10	40
		Expected Count	30.0	10.0	40.0
		% within Position	75.0%	25.0%	100.0%
		% within Personal Liking	100.0%	100.0%	100.0%
		% of Total	75.0%	25.0%	100.0%

#### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	4.800(b)	1	.028		
Continuity Correction(a)	3.333	1	.068		
Likelihood Ratio	5.063	1	.024		
Fisher's Exact Test				.065	.032
Linear-by-Linear Association	4.680	1	.031		
N of Valid Cases	40				

a Computed only for a 2x2 table

b 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.00.



**Appendix L: Chi-Squared Analyses (cont)**

**B. Chief Executive Sex by Construct Category (Table 6.9)**

**(i) Inspires Respect/Confidence**

Crosstab			Inspires Respect/Confidence		Total
			No	Yes	
Sex	male	Count	4	8	12
		Expected Count	6.0	6.0	12.0
		% within Sex	33.3%	66.7%	100.0%
		% within Inspires Respect/Confidence	40.0%	80.0%	60.0%
		% of Total	20.0%	40.0%	60.0%
	female	Count	6	2	8
		Expected Count	4.0	4.0	8.0
		% within Sex	75.0%	25.0%	100.0%
		% within Inspires Respect/Confidence	60.0%	20.0%	40.0%
		% of Total	30.0%	10.0%	40.0%
Total	Count	10	10	20	
	Expected Count	10.0	10.0	20.0	
	% within Sex	50.0%	50.0%	100.0%	
	% within Inspires Respect/Confidence	100.0%	100.0%	100.0%	
	% of Total	50.0%	50.0%	100.0%	

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	3.333(b)	1	.068		
Continuity Correction(a)	1.875	1	.171		
Likelihood Ratio	3.452	1	.063		
Fisher's Exact Test				.170	.085
Linear-by-Linear Association	3.167	1	.075		
N of Valid Cases	20				

a Computed only for a 2x2 table

b 2 cells (50.0%) have expected count less than 5. The minimum expected count is 4.00.

**Appendix L: Chi-Squared Analyses (cont)**

**B. Chief Executive Sex by Construct Category (Table 6.9)**

**(ii) Commitment**

Crosstab			Commitment		Total
			No	Yes	
Sex	male	Count	3	9	12
		Expected Count	5.4	6.6	12.0
		% within Sex	25.0%	75.0%	100.0%
		% within Commitment	33.3%	81.8%	60.0%
		% of Total	15.0%	45.0%	60.0%
	female	Count	6	2	8
		Expected Count	3.6	4.4	8.0
		% within Sex	75.0%	25.0%	100.0%
		% within Commitment	66.7%	18.2%	40.0%
		% of Total	30.0%	10.0%	40.0%
Total		Count	9	11	20
		Expected Count	9.0	11.0	20.0
		% within Sex	45.0%	55.0%	100.0%
		% within Commitment	100.0%	100.0%	100.0%
		% of Total	45.0%	55.0%	100.0%

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	4.848(b)	1	.028		
Continuity Correction(a)	3.039	1	.081		
Likelihood Ratio	5.032	1	.025		
Fisher's Exact Test				.065	.040
Linear-by-Linear Association	4.606	1	.032		
N of Valid Cases	20				

a Computed only for a 2x2 table

b 2 cells (50.0%) have expected count less than 5. The minimum expected count is 3.60.

**Appendix L: Chi-Squared Analyses (cont.)**

**C. Elected Member Sex by Construct Category (Table 6.12)**

Five results were significant

**(i) Commitment**

Crosstab			Commitment		Total
			No	Yes	
Sex	male	Count	10	18	28
		Expected Count	12.6	15.4	28.0
		% within Sex	35.7%	64.3%	100.0%
		% within Commitment	55.6%	81.8%	70.0%
		% of Total	25.0%	45.0%	70.0%
	female	Count	8	4	12
		Expected Count	5.4	6.6	12.0
		% within Sex	66.7%	33.3%	100.0%
		% within Commitment	44.4%	18.2%	30.0%
		% of Total	20.0%	10.0%	30.0%
Total		Count	18	22	40
		Expected Count	18.0	22.0	40.0
		% within Sex	45.0%	55.0%	100.0%
		% within Commitment	100.0%	100.0%	100.0%
		% of Total	45.0%	55.0%	100.0%

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	3.252(b)	1	.071		
Continuity Correction(a)	2.121	1	.145		
Likelihood Ratio	3.276	1	.070		
Fisher's Exact Test				.093	.073
Linear-by-Linear Association	3.170	1	.075		
N of Valid Cases	40				

a Computed only for a 2x2 table

b 0 cells (.0%) have expected count less than 5. The minimum expected count is 5.40.

**Appendix L: Chi-Squared Analyses (cont.)**

**B. Elected Member Sex by Construct Category (Table 6.12)**

**(ii) Vision**

Crosstab			Vision		Total
			No	Yes	
Sex	male	Count	11	17	28
		Expected Count	14.0	14.0	28.0
		% within Sex	39.3%	60.7%	100.0%
		% within Vision	55.0%	85.0%	70.0%
		% of Total	27.5%	42.5%	70.0%
	female	Count	9	3	12
		Expected Count	6.0	6.0	12.0
		% within Sex	75.0%	25.0%	100.0%
		% within Vision	45.0%	15.0%	30.0%
		% of Total	22.5%	7.5%	30.0%
Total	Count	20	20	40	
	Expected Count	20.0	20.0	40.0	
	% within Sex	50.0%	50.0%	100.0%	
	% within Vision	100.0%	100.0%	100.0%	
	% of Total	50.0%	50.0%	100.0%	

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	4.286(b)	1	.038		
Continuity Correction(a)	2.976	1	.084		
Likelihood Ratio	4.435	1	.035		
Fisher's Exact Test				.082	.041
Linear-by-Linear Association	4.179	1	.041		
N of Valid Cases	40				

a Computed only for a 2x2 table

b 0 cells (.0%) have expected count less than 5. The minimum expected count is 6.00.

**Appendix L: Chi-Squared Analyses (cont.)**

**C. Elected Member Sex by Construct Category (Table 6.12)**

**(iii) Interpersonal, Relationship and Communication Skills**

Crosstab			Interpersonal, Relationship & Communication Skills		Total
			No	Yes	
Sex	male	Count	14	14	28
		Expected Count	11.2	16.8	28.0
		% within Sex	50.0%	50.0%	100.0%
		% within Interpersonal, Relationship & Communication Skills	87.5%	58.3%	70.0%
		% of Total	35.0%	35.0%	70.0%
	female	Count	2	10	12
		Expected Count	4.8	7.2	12.0
		% within Sex	16.7%	83.3%	100.0%
		% within Interpersonal, Relationship & Communication Skills	12.5%	41.7%	30.0%
		% of Total	5.0%	25.0%	30.0%
Total		Count	16	24	40
		Expected Count	16.0	24.0	40.0
		% within Sex	40.0%	60.0%	100.0%
		% within Interpersonal, Relationship & Communication Skills	100.0%	100.0%	100.0%
		% of Total	40.0%	60.0%	100.0%

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	3.889(b)	1	.049		
Continuity Correction(a)	2.624	1	.105		
Likelihood Ratio	4.211	1	.040		
Fisher's Exact Test				.079	.050
Linear-by-Linear Association	3.792	1	.052		
N of Valid Cases	40				

a Computed only for a 2x2 table

b 1 cells (25.0%) have expected count less than 5. The minimum expected count is 4.80.

**Appendix L: Chi-Squared Analyses (cont.)**

**C. Elected Member Sex by Construct Category (Table 6.12)**

**(iv) Consultative, Collaborative Empowering Style**

Crosstab			Consultative, Collaborative, Empowering		Total
			No	Yes	
Sex	male	Count	13	15	28
		Expected Count	10.5	17.5	28.0
		% within Sex	46.4%	53.6%	100.0%
		% within Consultative, Collaborative Empowering	86.7%	60.0%	70.0%
		% of Total	32.5%	37.5%	70.0%
	female	Count	2	10	12
		Expected Count	4.5	7.5	12.0
		% within Sex	16.7%	83.3%	100.0%
		% within Consultative, Collaborative Empowering	13.3%	40.0%	30.0%
		% of Total	5.0%	25.0%	30.0%
Total	Count	15	25	40	
	Expected Count	15.0	25.0	40.0	
	% within Sex	37.5%	62.5%	100.0%	
	% within Consultative, Collaborative Empowering	100.0%	100.0%	100.0%	
	% of Total	37.5%	62.5%	100.0%	

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	3.175(b)	1	.075		
Continuity Correction(a)	2.032	1	.154		
Likelihood Ratio	3.438	1	.064		
Fisher's Exact Test				.152	.074
Linear-by-Linear Association	3.095	1	.079		
N of Valid Cases	40				

a Computed only for a 2x2 table

b 1 cells (25.0%) have expected count less than 5. The minimum expected count is 4.50.

*Appendix L: Chi-Squared Analyses (cont.)*

C. Elected Member Sex by Construct Category (Table 6.12)

(v) Inspires Respect and Confidence

Crosstab			Inspires Respect/Confidence		Total
			No	Yes	
Sex	male	Count	8	20	28
		Expected Count	10.5	17.5	28.0
		% within Sex	28.6%	71.4%	100.0%
		% within Inspires Respect/Confidence	53.3%	80.0%	70.0%
		% of Total	20.0%	50.0%	70.0%
	female	Count	7	5	12
		Expected Count	4.5	7.5	12.0
		% within Sex	58.3%	41.7%	100.0%
		% within Inspires Respect/Confidence	46.7%	20.0%	30.0%
		% of Total	17.5%	12.5%	30.0%
Total	Count	15	25	40	
	Expected Count	15.0	25.0	40.0	
	% within Sex	37.5%	62.5%	100.0%	
	% within Inspires Respect/Confidence	100.0%	100.0%	100.0%	
	% of Total	37.5%	62.5%	100.0%	

**Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	3.175(b)	1	.075		
Continuity Correction(a)	2.032	1	.154		
Likelihood Ratio	3.121	1	.077		
Fisher's Exact Test				.091	.078
Linear-by-Linear Association	3.095	1	.079		
N of Valid Cases	40				

a Computed only for a 2x2 table

b 1 cells (25.0%) have expected count less than 5. The minimum expected count is 4.50.

*Appendix M: The capacities needed by local authority chief executives*  
**Broussine (2000)**

**The capacity to work with the political dimension**

*(1) Working at the boundary of politics and management:*

- knowing where the chief executive's role begins and where members' start;
- mixing own ideas with political reality; and
- balancing what is "rational" with what is "political";

*(2) Building strategy in relation to members:*

- turning members' ideas into something realizable;
- facilitating members' understanding of the needs of communities ; and
- asking members to look ahead and decide what they want to achieve.

*(3) Maintaining Effective relationships with elected members:*

- influencing the direction of the members;
- dealing with elected members' changing expectations;
- maintaining an appropriate relationship with the leader of the Council;
- Building relationships and trust; and
- Spotting political trouble by working informally with members.

**The capacity to lead, change, and develop the organisation**

*(1) Maintaining consistency with underlying values:*

- championing changes and organisational values/cultures;
- maintaining focus on continuous improvement;
- developing new structures to fit changed circumstances; and
- developing an ethos of being open, community-oriented organisation rather than a closed, internal one.

*(2) Working with uncertainty, ambiguity and the inevitability of change:*

- developing the ability to work with continuous change:
- developing an ethos on the necessity of continual change;
- recognising that change threatens people; and
- being sensitive to staff's concerns in organisational change.

*(3) Developing appropriate power relationships with staff and managers:*

- regarding oneself as interdependent with staff and managers;
- working with/involving the management team;
- leading without bullying;
- delegating;
- empowering (encouraging new ideas and innovation);
- encouraging staff to be open;
- communicating difficult messages; and
- handling personalities, jealousies, politics in organisational change.



## **Appendix M (cont): The capacities needed by local authority chief executives (Broussine 2000)**

### **The capacity for maintaining personal perspective and self knowledge**

#### *(1) Maintaining self-knowledge:*

- having a sense of one's own learning needs;
- understanding effects of own strengths and weaknesses on senior colleagues and staff;
- developing ways of maintaining self-awareness; and
- having a sense of how one is seen in the role – by staff, by members.

#### *(2) Maintaining belief or faith in self:*

- developing/maintaining self-confidence, self-belief; and
- keeping faith in one's own judgement.

#### *(3) Developing personal resilience:*

- handling failure, developing perspective on causes of failure;
- being able to keep going;
- working through adversity
- getting life balance right;
- managing through the ups and downs; and
- maintaining a sense of humour.

### **The capacity to develop effective external relationships**

#### *(1) Being a champion of the local authority, local government, and local democracy:*

- defending and promoting the work of the local authority;
- emphasising local government's positive role in the community and society; and
- handling the press and media

#### *(2) Working with the community and other agencies:*

- need to maintain balance between external and internal roles;
- handling conflicts with and between other organisations which are working with the local authority;
- being a facilitator, broker, arbitrator – to build relations with and between agencies, voluntary and private sector organisations; and
- encouraging an ethos of listening to the public.

### **The capacity for maintaining focus on strategic and long-term issues**

#### *(1) Developing and holding a vision/strategic view:*

- to have a vision beyond what the local authority is doing now;
- communicating ideas, and the strength of ideas behind vision – to members, staff and communities – ensuring clarity of message;
- keeping a focus on the “broad picture”; and
- being the holder of the local authority's vision

#### *(2) Holding an awareness of the organisation's strategic capacity:*

- being aware of the potential of the organisation; and
- being aware of the organisation's strengths and weaknesses.

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