

Developing Leadership Practices in Production

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Abstract

Leadership is an important part in an organization. Many say that good leadership solves most problems that exist in organizations. Leadership is fundamentally about people. Since this topic is so important, the company decided that it should be investigated what the staff and today's leaders believe is the most important thing for good leadership. This is done to create training material for new leaders in the organization that can be trained when they start their journey as a leader. The purpose of this work was to lay the foundation for the training material.

The theoretical framework provides a picture of what authors have been able to ascertain regarding leadership. A survey was carried out to get a clearer picture of what is most important in this particular environment. The thesis is structured based on discussions with a reference group, as well as a questionnaire that everyone who works in one of the company's factories had the opportunity to participate in.

The result of this degree project gives a picture of how the staff and leaders at the company view leadership. The results show what staff believe is most important when leaders lead. The research results will give a picture of what the material for future leaders should possibly look like.

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EXAMENSARBETE

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Abstrakt

Ledarskap är en viktig del i en organisation. Många säger att bra ledarskap löser de flesta problem som finns i organisationer. Ledarskap handlar i grunden om människor. Eftersom detta ämne är så viktigt beslutade företaget att det skulle utredas vad personalen och dagens ledare anser är det viktigaste för ett bra ledarskap. Detta för att skapa material till nya ledare i organisationen som kan utbildas när de påbörjar sitt uppdrag som ledare. Syftet med detta arbete var att lägga grunden till utbildningsmaterialet.

Det teoretiska ramverket ger en bild av vad författare kunnat konstatera angående ledarskap. En undersökning genomfördes för att få en tydligare bild av vad som är viktigast i det här företags kontext. Uppsatsen är uppbyggd utifrån diskussioner med en referensgrupp, samt en enkät som alla som arbetar i ett av företags fabriker haft möjlighet att delta i.

Resultatet av detta examensarbete ger en bild av hur personal och ledare på företaget ser på ledarskap. Resultaten visar vad personalen anser är viktigast när ledare leder. Forskningsresultaten ska ge en bild av hur materialet för framtida ledare eventuellt bör se ut.

Språk: Engelska Nyckelord: Ledarskap

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1 Introduction

This master's thesis was done in cooperation between Novia University of Applied Science and Mirka Oy. When going through the training program for Supervisors in production, we noticed that the training program includes a lot of practical things a supervisor needs to know, when working as a leader in production. However, there was something missing. In this case it was the basic leadership skills that were missing, leading people is a big part of a supervisor's daily work. An example could be that the supervisor needs to handle a difficult situation with people involved, these are often not the easiest to handle, but if they are not handled at all they may get even worse. It is the leader who should step up and take action and has the responsibility to settle the dispute.

When starting to think about these situations the idea came up that we should include a short training program in leadership when people start to work as leaders in production. Discussions started about this subject to evaluate if this could be good master's thesis work to execute and try to figure out how it should look like and what should be in it to get the most out of it. The idea here is to make a training material for supervisors that will be trained when they start their journey. This thesis will serve as the foundation for the material that will be made, suggesting what should be included in the material.

1.1 Background

Leadership is needed in all organizations. This is also the case for this company with its growing organization. To find good leaders can be hard or easy, but how do we ensure that a leader knows how to lead? There can be many questions for leaders when they start their journey as leaders. Leadership can also be challenging for leaders who already have a few years of practice.

During the past years supervisors have been recruited from the production, which is also an advantage in many cases because they know how the process in production works. These people have usually shown that they have something extra in the recruiting process, so they have been chosen to be put into a leadership role. In this case when a person comes directly from production it can be a challenge to realize how big the responsibility is and how to do something that may not show immediately. It can also be hard to lead people if the person has no previous experience of it. At this moment the company is having a program that the

new leader is going through when they start their journey as a leader. The program includes many practical trainings like how to confirm reports, how does vacations work and health and safety and much more.

The challenge here is that they are not given any training in leadership as such until they start their leadership education, which is an external program, that program goes through a part of what is important in leadership and how to act. This means that new supervisors are not getting any leadership training until attending the education. The suggestion is that the company should have a basic training program in leadership that will give an understanding of what leadership requires from a leader.

1.2 Purpose of thesis

When a person is being recruited from production witch often happens in the company's production it can feel uncomfortable or challenging because you then immediately start to represent the employer and need to start to think in some different ways than before. This thesis is an opportunity to bring forward what kind of responsibilities people have as a supervisor in production, this is often forgotten when thinking about a supervisor role in a production, but it should be brought more up to the surface instant and discussed about, and this is a good time in their training to bring it up.

Some of the questions that will be brought up in this thesis are, what is leadership and is there something bigger purpose being a leader in an organization. As earlier mentioned, the company is often recruiting supervisors from their own production. What is important to know as a leader in production, like what can be said and what kind of responsibilities the leader has for their team. How is the leader communicating with the team, what is important to think about, the body language can be an example, there can also be more things to think about, a second example is that what are necessary to share with people and who needs what kind of information. There is also another sensitive subject that needs to be examined in this thesis, it is how to handle conflicts in the role as a leader. Because if the leader is not handling the often uncomfortable conflicts it may escalate and spread. Feedback is also an important tool to use when leading people.

In this work we want to examine if white collar and blue-collar people see the same priorities in leadership. This thesis will be the foundation for a training program. From this thesis we will be able to see which areas we should focus on when building the training material.

1.3 Delimitation

When doing a master's thesis about leadership it can be overwhelming at start because there is a lot of theory about leadership. It might be the hardest part to choose the relevant theory, to include in this work and what to leave out. In this work I will use literature about leadership of other authors that have been researching or writing about leadership. There are a few topics that will be handled. It will be limited to production; part of the work can perhaps, with modifications, be used in the office as well.

1.4 Thesis structure



Figure 1 Thesis Structure (own figure)

This flowchart shows how this thesis structure is built up, the first chapter is an introduction to why this thesis has been made. Literature review is the part of this thesis where the theoretical part of what have been written about leadership is studied. Empirical study is the part in this thesis where it shows how the data is collected. The results are presented in two different ways where it gives an overview of the survey. The discussion chapter is the part where this thesis result is discussed, the last chapter conclusion is the part where challenges and opportunities come up with this thesis.

2 Literature review

This is the part of the thesis where the theoretical background is presented that will support the survey questions in the empirical part and the training material.

2.1 Leadership

When looking at leadership theory (Alvesson & Spicer, 2012, ss. 31-33) mention that today leadership theories are often romanticized and do not take the group that are being led in consideration in research, often the research is done by following up on the leader in organizations.

When looking at why leadership is needed, Berglund & Thomas mention that when there are many people in a group and they need to collaborate, there will usually be tension. Every individual has his own opinion on how to solve problems. Leadership is one way to try taming the social forces that people feel. Leadership is to take the decision after sorting out the problem in the group. The leader is then building a frame that will keep the group together so that they can move forward. Leadership is not needed if the group is just standing and doing nothing, but the moment they get a task, purpose, and a goal someone will have to take the responsibility and that is the leader. (Berglund & Thomas, 2019, s. 9)

When people are promoted, they take on the title of manager, this will also allow the person to make decisions that bring the business forward in the communicated direction from the management group. When becoming a manager, it does not automatically mean that you are a leader. The leader needs to build up trust between the people above the person, this is done by leading in the direction that is communicated out, and then there is also the trust from the people that are being led, it will take time to build up trust with them also. This can in a simple way be said, managership is a position, leadership is a relation. (Berglund & Thomas, 2019, s. 9) (Ericsson, 2007, s. 45) Leadership is a process for leaders to influence others in the organization and to reach the organizations target. (Bruzelius & Skärvard, 2011, s. 14)

Leadership styles, the first style is the *visionary* that wants to communicate the company's path forward, or why the company exists. Then there is also the *supervisor*, this style is more hands on in the daily work and look after the organization, so it goes forward in the right direction. *Guide* he gives feedback, support and guides the people in the organization, he is the person that wants to make people better in the daily tasks. The *implementor* is the person that makes changes go through, it can be to reach a certain goal, way of working, it is the

leaders that makes these changes go forward. *Dual leadership* has the whole organization in mind with the work in focus to be able to lead and support them. The leader must bear in mind how some decisions might affect the rest of the organization. (Colleen & Sögaard Nielsen, 2021, s. 33)

There are many leadership styles that can be used in the real work life, there really is no right or wrong leadership style, it is important that the leader finds the right one that the person feel comfortable with, and that it is based on the leader's own abilities, behaviors, and values. By feeling comfortable in your leadership style, this will also result in your employees feeling comfortable with your leadership style as well. (Lindahl, 2020, ss. 31-33)

2.2 Self-knowledge

When a leader starts his journey, it is important that the leader knows himself or herself, if not they have to find out. It is important because it will affect the leader's daily work. The leader must feel joy on a personal level and be happy to be able to mediate the same energy forward to its team. The leader needs to find what makes him happy, this is a part for the leader to know how they can relax when not on duty. (Lindahl, 2020, s. 29) The leader has a big responsibility over his own wellbeing. The leader must on his own know what kind of engagement he put in the work life and spare time to feel comfortable and not feel stressed. (Ericsson, 2007, s. 93)

A leader should start by asking himself, why he wanted to become a leader in the first place. Is he a leader for the right reasons. There are many leadership styles that can be used in the real work life, there really is no right or wrong leadership style, it is important that the leader finds the one that the person feels comfortable with, and that it is based on the leader's own abilities, behaviors, and values. By feeling comfortable in your leadership style, it will also result in your employees feeling comfortable with your leadership style. (Lindahl, 2020, ss. 31-33)

The leader is responsible for his own behavior, thoughts, and results that the leader accomplishes. It is good for the leader to look in the mirror and figure out what he is doing right and not so good, when doing this the leader learns to know who he is as a person. It is always good to listen to people and their thoughts, but the leader should make the decisions on his own. When a leader is taking a decision, he should not be thinking too much about what others think about him. (Lindahl, 2020, s. 34)

A leader is often a person that is willing to work a lot, ambitious and wants to take responsibility. There can be many different things that affect why a leader behaves in certain ways. Leaders are often driven by different factors or multiple factors. There can be many factors driving the leader to get forward and feel appreciation for the task. Sometimes it can be to be able to affect decisions on a higher level, it can be a question about that a leader position is a status symbol. It can also be that the salary is higher in a leadership position, it can also be to be able to get involved in different projects in an early stage, or access to competence development in a whole different way. (Ericsson, 2007, s. 95)

As a leader it is important to find a balance in life. There are four parts that affect the daily life of a leader. It is not only leaders that need this, but everybody also needs to have balance in their life, the balance in life can be seen as a table with four legs. The first leg is work, the second is family and relations, the third is economy, and the fourth is health. These all affect the leader's daily life, and it is important to find the right balance that suits the leader best. There are solutions for all these legs, sometime the leader might need to prioritize something in life for a while and the table may be oblique, if it is in that position too long it might go in a bad way. Everybody has their own balance in life but is important to find it. (Lindhahl, 2020, ss. 36-37)

A leader can load mental energy to his mind by doing a couple of different things. The first thing a leader can do is to get a mentor or coach, this means that the leader needs to figure out what kind of person he is searching for to help him, is it a person that inspires or asks questions. The second one is to attend lectures about interesting topics that can be used as a leader, usually one to two times a year is good to create some new energy. The third one is to read; the leader can read books or articles that are about leadership and by that bring up the inner energy. The fourth one is to exercise; the human body is created to be on the move. The exercise can be to go to the gym, biking or even walks in the forest, exercise relieves stress. (Lindhahl, 2020, ss. 39-40)

2.3 Leadership as relations and boundaries

In good leadership there is a distance between the leader and the group, this means that the leader is responsive for points of views and needs, and the group also have a mutual agreement with the leader, so that the leader can communicate and get heard in a good way. Bad leadership is then the opposite of this. There is also another relation for the leader except the group that he is leading, and that is with his own leader, next in the organization above

him. What happens between them is also a crucial part. If the relation between them is not working it will determine the quality of the leadership, and this will not end in a good way. This will bring consequences to the leadership if the leader is always arguing with his manager it will show for the team that their closest leader doesn't have the mandate to say anything or take decisions and they will start to feel uncomfortable. This is something that goes both ways, the mutual agreement between leaders needs also to be in good shape. (Berglund & Thomas, 2019, ss. 22-23)

When looking at how leaders would place themselves in the group they are leading, there can be different ways. This is a way for the leader to find the right spot and not be too close or too far away from the team. If the leader is outside the circle, it can affect the team in different ways as they start to feel that he doesn't have time for them. In these situations leaders often have their doors closed, talking a lot in phone and talking about them when talking about the team and not we, the leader usually in these situations spend too much time with his leader colleagues. (Berglund & Thomas, 2019, s. 24)

The leader can also be too close with their team, this means that the leader is in the circle with their group, in this case the leader is having too little distance between himself and the team, the leader usually says to the team that he is just one in their team. Usually this can happen when the leader has worked in the group before and has then started to work as a supervisor for the old team. But the leader must take the distance to the team, if the leader doesn't take it the team will start to be worried, it will also affect the team if the leader can't take decisions due to the relationship with the team and solve uncomfortable situations. (Berglund & Thomas, 2019, s. 24)

To be a leader between the leader colleagues and the team is when the leader is available to speak up to both sides, when necessary. This will demand courage from the leader because it will mean that the leader is quite lonely in his work. It takes courage to dare to stand alone and not panic. In these other positions it is much easier to feel that the leader belongs somewhere. When the leader is on the line, he can form his own opinion on decisions that need to be taken and not feel that he is stepping on someone's feelings, and don't turn his coat after the wind. This is the most respected leader in organizations from both people in the team and people from the management team. (Berglund & Thomas, 2019, s. 25)

2.4 Things to be aware of as a leader

The challenge with leadership is that it is something that needs to be practiced. There is an abundance of generic tools and methods, but each leader needs to find out what works for him in his specific situation. Though it is possible to be aware about how things work.

There is no easy way to become a leader, leadership is something that people must practice, to gain knowledge and dare to do things and fail or succeed and learn from them. (Källerman, 2016, s. 12) Lindahl mentions that leadership is a craft that with practice can bring success, he also mention that the leader needs the right leadership style and what the leaders personal values is. Leadership might be hard getting a sense of what it really means, in the end it is only about people and how the leader interacts with people.

Leadership is to develop your team so they can reach their full potential. (Lindahl, 2020, s. 17) When working as a leader in an organization you have a mission every day, when having the mission clear it does not only affect the leaders, it steers their daily work, the mission for example can be to hold down the cost in the production, it can be to reduce waste, depending on what the target is for the company. It is important that the mission is clear, so that the leader knows what he needs to accomplish. (Källerman, 2016, s. 17)

Lindahl mentions that leadership is not a popularity contest, ask your questions you want the people to focus on and hold your line. Do it with respect and fellow humanity. It is always the team that should stand in the spotlight if it goes well, and the leader who maybe takes the biggest hits for the team if they sometimes fail. A leader must take the necessary decisions and be able to tell their team the uncomfortable truth. People will probably not like all your decisions, but they will respect you as a leader. The leader should also be genuinely interested in people when communicating. The problem is, if you are not, the people you are trying to lead will notice it right away. It will not help asking questions when they tell something if you are not interested in what they are trying to communicate. (Lindahl, 2020, s. 54) It is important for the leader to find out what it is the people in team are driven by, sometimes leader put responsibility on people and think that they will be more motivated, this is not usually the case, some people like more responsibility someone might be driven by something else. (Jönsson & Strannegård, 2015, s. 265)

A leader needs to like interaction with humans to make the days inspiring and fun, by not being interested in them the mission will be difficult to accomplish. To succeed in the work as a leader, the interest in behaviors and relations of humans is an advantage. It also makes the leader's mission more interesting and exciting and allows the leader to get people

forward. Even if a leader does not have to like everybody, he needs to be able to interact with everybody. When the leader wants to communicate to his team, he needs to know how his target group works, to find interesting targets, the leader needs to find what his coworkers are driven by. (Källerman, 2016, s. 87) Don't make it harder than it is, in the end it is just about how people work and feel. Every person can succeed under the right conditions, and this is the leader's role to find how the person might succeed in their work, though sometimes people are misplaced in the organization. To get out the best of a team the leader needs to communicate and give feedback to the people working in the team. But also, sometimes the leader must do more uncomfortable things and correct people if necessary. (Lindahl, 2020, s. 17)

Coworkers tend not to like it if a leader puts their fingers in their responsibility areas, it may feel intimidating if the person has been working at the same department. One of the biggest reasons why people quit their job now days is because of their leader. (Källerman, 2016, s. 88)

When stepping into a leadership role the person becomes a role model, it may feel like a burden, but a leader must be able to handle it, the leader will sometime feel that it is a lonely position. (Källerman, 2016, s. 88) It is important to be aware as a leader that it can feel hard to get things to change but people see the leader as the person that can do it. (Ericsson, 2007, s. 49) It is important to have a good balance between work life and to be able to relax when not at work, but when at work it is important to be as professional as possible. (Ericsson, 2007, s. 54)

The main part of the leader's tasks is to communicate with humans working in their teams. How does it go when your communication is not understood, it may create an irritation if not being understood or understand what somebody else is explaining. In this case it is good to take a step back and after a while try again, though it is important to remember to keep your head calm. Because if the leader, for example, starts to yell at someone he will probably lose respect for that person. One way to get forward with your communication if it is not working might be to use your network of colleagues and discuss with them the problem, that it's a way to see different roads you can take when communicating and with other problems. If there is an issue with one person over and over that is not understanding the message that the leader is trying to bring forward and if it doesn't work, then there is also a question the leader can ask himself, how much time should I put on this person. (Källerman, 2016, ss. 88-90)

Communication is a tool that is important to know how to do as a leader, every organization is built on communicating with each other. To get the team in the right direction the leader must communicate with them, but it is not only to give directions about what to do. Communication is not always about talking, it is to gather information, when gathering information, the leader is able to make more correct decisions. It can also be feelings that need to be communicated, this can be a way people show that something is not going in their way. It is also to cherish relations between people, when asking a question about something important for a person he will feel that he is existing by the leader. It can also be to get people to act, in this case we want people to do some kind of action, it can be to do a specific task. (Berglund & Thomas, 2019, ss. 141-142) The leader can ask the people in the team how they want the communication to be, in which situations do they feel comfortable expressing themselves. (Lager, 2017, s. 74)

To be a role model for the team should not be underestimated. When choosing your words your actions must relate to them, if words and actions are not connected the leader won't get any trust from the people that are being led. It is also important in these situations for the leader to explain why it can't be done, important here is to be clear. This is to make you as a leader trustworthy, it is important for the leader to stand for what he says. (Arbatt & Marklund, 2016, s. 37) Every behavior a leader does reflects on where he stands. (Ericsson, 2007, s. 130)

Networking is something that may seem to be underestimated, there can be a feeling that if you have a big network, you just want to use it for your own interest. This is usually a misperception, by using your network you can solve conflicts and challenges you might have with ideas from the network, with a network it also gives the opportunity to discuss things that are not appropriate to discuss closely with your team. (Källerman, 2016, ss. 20-21)

When stepping to the leader role it might feel intimidating to start to change a lot of things because you feel you need to do something to prove your worth. If the leader is new to the role as a leader, it might be good to take a small step and start a discussion with the new team about what has been done here before that they are proud of. This will show that you are humble as a leader and want them to continue to further develop their working place. (Arbatt & Marklund, 2016, s. 23)

The leader gets what he follows up. This is important to get things done in the organization, if the leader doesn't follow up on the persons that is directly reporting to them, he won't get them to do the things that has been agreed on, and then the leader is not doing his job.

Everybody has a responsibility to do the tasks that they are supposed to do, but it is always the leader that has the ultimate responsibility to see that people finish their tasks. To follow up on things the leader must be disciplined, to be disciplined will require that leader acts on behaviors, both in positive ways and constructive ways directly. A leader must be extremely clear and persistent when it comes to follow-ups. (Lindhahl, 2020, s. 124)

The leader should not wait to give praise and criticize directly, this is important to do so the leader can immediately show what is acceptable and not acceptable. A leader's feedback and follow-up should be up to 80-90% in a positive way. (Lindhahl, 2020, s. 125)

Courage is something that is different for every individual, the leader needs to have courage when leading, this usually means that the leader must do something that they might not be so comfortable with. It is when a person feels that something is scary to do or feels an intense twist in the stomach, that is when the leader feels scared. It is these moments when we need courage to lead when we feel uncomfortable about what we are about to do. Someone may not think that talking in front of a group is uncomfortable, but for someone else it can be. Though the person who now feels comfortable talking in front of a group may have had trouble with it before. When a leader has courage, he is also developing himself, getting more self-confidence. (Trossing, 2011, ss. 13-15)

2.5 Communication

In Charles W Redding's research in Organizational Communication it is clear what makes people thrive in an organization, the leader plays an important part in this. Communication is the most important tool that the leader has. This means that leaders can communicate why something is going to change and why it is necessary to make the change, if leaders just change something people tend to work against it. It is important to explain instructions and policies in an easy way so that people can understand what it means, if people don't know what the leader means then they feel uncomfortable and may go into a more defensive role. A leader should also be a good listener and can easily discuss with people. Information should be a thing that a leader focuses on sharing with the people, here it is though important to have in mind what kind of information that is being shared. With communication the leader can create a place where people feel that they are involved in the decisions, have a higher commitment and more understanding for the organization's overall goals, long-term goals, and purpose. The idea with communication is that more brains are better than one. (Lager, 2017, ss. 13-14)

There is a model that can be used to be a better communicator. There are thirteen moments that can be seen as a checklist for leaders to remember when communicating.

First moment is how to prioritize and analyze, a leader must prioritize communication in the daily work, this is the first step, the leader needs to be aware that communication is important in the organization to get moving forward, and it start with the leader. (Lager, 2017, s. 66)

Second moment is to analyze, the first step is to analyze all the good the leader does in the organization when it comes to communication. It is important to see what kind of challenges are coming and try to figure out what kind of communication is needed. It is important to analyze the target group which the leader is communicating with, communication is always on the receiver's conditions, communication must be adapted to the receivers so it have effect, there can be many ways to communicate. The leader can always start to ask the group what they think is the best communication, it will be a combination of many ways. (Lager, 2017, ss. 69-70)

Third moment is to make a target with the communication. The most important task a leader needs to keep in mind when he communicates is to have the organization's overall goals in the back of his mind. The leader is representing the employer and the leader is a role model for the group. When communicating a clear goal, it will show to the team what is important for the organization. When having a well communicated goal for the team it will get easier for them prioritize what to focus on. When having a goal, it gets easier to follow up on how it goes. It is also important to break down the goal for the team to a level that they can understand. It is important to tell people in the team why the goal is important and how they can reach the goal. (Lager, 2017, ss. 72-73)

The fourth moment is to plan, communication that is not planned will not be done, daily tasks will always get in the way if the leader does not plan their work. One way to do this is to live by as it is learnt, when the leader put the words in his mouth that he is going to communicate more he create a positive stress on himself, and the people in the team will start to expect more from the leader in communication, and the leader can start to expect more communication from the team. (Lager, 2017, s. 80)

Fifth moment is to be available and present. Being present doesn't mean that the leader says that he is present, leaders can feel that they are present but the people in the team might see it another way. When a leader is present, he doesn't rush to the room because he has

something that is so important that he don't have time to talk a little bit with people, he maybe instead pauses at the coffee machine, corridor ore somewhere else and take a moment for a chat, or as a minimum greeting the coworker. (Lager, 2017, ss. 87-88)

Sixth moment is to share information with the team, to be able to share important information's there must be a dialogue with the team so everybody can express themselves. The dialogue is needed because the why behind the information that is being communicated, people want to know why, this is a way for the team to feel that they are involved, a dialogue is not just for the leader to throw out information and then leave the room. It can be hard in the beginning to accomplish with a dialogue because if people are not used to be able to speak out of some reason, it will take time to build up the dialogue though it will give results, it is to build up trust between the leader and the team. A challenge the leader will face in these dialogues is that people are not usually comfortable speaking in front of groups, statistics say that 50-75 percent don't like to speak in front of people in a formal meeting. It is important for the leader to know that even if everybody seems to be in with the decision from the meeting, there can be someone that don't feel like that but weren't able to speak out, here the leader can make a way that people feel comfortable to example reach out to leader after the meeting and discuss face to face if needed, the leader can also send the material that will be discussed in the meeting before the meeting so the people at the meeting has been able to reflect on what is coming. (Lager, 2017, ss. 93-94)

Seventh moment is to be clear. To be able to be clear as a leader means that the organization must be clear, that means that the target, vision, culture, and values must be clear, if the management is unclear, it will reflect the leadership through the whole organization. The leader can place demands on the management to be clear about things, there is nothing worse than being unclear on matters. To maximize communication, body language plays an important role and the voice, that is what the receiver will understand, when communicating, body language and the voice is what will have the most effect how clear the leader is. It is also important to be oneself and not try to be someone else. One way is also to turn the table and se how the people in the team react, this is a way to feel is the understand, what kind of feelings are they having if they are, for example, worried. (Lager, 2017, ss. 97-98)

Eighth moment is to have clear expectations. This is a way to create trust between the people and the leader, here it is important that the leader is clear what he is expecting from the people in the team, and it is also important that they can take in expectations from the team also, because they also have expectations on their leader. Here a leader can help the

team, this can be hard for them to tell the leader what they expect from him, if the leader feels that they don't like to express themselves he can ask them. If the leader is not clear what the expectations are from the team and they fail to accomplish the task, then the leader might have been too unclear about the task. (Lager, 2017, ss. 99-101)

Ninth moment is to tell the team why. To not communicate the why as a leader is important. When having a clear why, the background behind decisions will be clearer for the team. In organizations there is often a high tempo, and it might feel that there is no time figure out the whys that can be communicated, it is though important for the leader to take some time and figure these out, this will also create a dialogue when the whys are communicated, but a more respectful dialogue and the people in the team will feel more involved. (Lager, 2017, ss. 101-103)

The tenth moment is to give feedback. This is one of the most powerful tools for leaders to use, by using feedback wisely we can change a person's behavior to the wanted outcome. This is a way for people to develop and feel seen. Some people want more feedback, and someone want less feedback, this is often up to the person himself. (Lager, 2017, ss. 104-106)

The eleventh moment is to animate and adapt. To be able break down information for the team that has been received from the management is an important task, here it comes in to adapt the information from the management so it suits the team that will be receiving it. The leader of his team is the channel for the team and needs to figure out before he communicates the information, what is important for the team to know and what is not so important, and what kind of information can be communicated. The leader sometime receives more sensitive information that can't be communicated to the team. It is important that information is not just transferred forward to the team just to transfer, it is the leader's task to adapt the information, so it suits the team. It is also important to check how the information has been interpreted by the team. (Lager, 2017, ss. 112-113)

The twelfth moment is to spread information. This is usually more general information that can for example be spread by mail or in the corridor. The leader needs to process the information, so it suits the receivers in the team and that it feels important. This information can be such as changes in the organization, attention in media, new products, or feedback from customers. The leader is usually the person that has the most information and that puts pressure on him to share some information. (Lager, 2017, ss. 115-116)

The thirteenth moment is to represent. The leader often becomes the face out for the team, it is the leaders that are bringing the information coming from the team up in the organization as it goes the other way also, the leader in the organization is an important information channel. When the leader is good at representing both parties, the leader will get trust from both management and his team. The leader must think about what kind of behavior he wants to communicate, that is what sets the bar in the team. Weekly meetings are a way to share information with people, take out the most important parts for the team and communicate it. (Lager, 2017, ss. 118-119)

2.5.1 Listening

To be able to know what another person means we must listen, by listening to people we gather information of what the person wants to share with us. This is an important skill to master to be able to do good work and have relationships with people, it is also an opportunity for people to share thoughts and feelings with each other. By listening we are able to learn things and acknowledge people in the surroundings, this will show that we care about the person we are listening to. (Gjerde, 2012, s. 157) The most important thing for people is that somebody is listening to them, how they feel and think. Leaders are usually too busy to listen, instead when they are listening, they focus on giving an answer instead of trying to figure out what the person is meaning, leaders tend to just want to talk when they should be listening. (Lager, 2017, s. 91)

The leader should be genuinely interested in people when communicating, the problem if you are not, the people you are trying to lead will notice that right away. It will not help asking questions when they tell something if you are not interested in what they are trying to communicate. (Lindhahl, 2020, s. 54) It is important to try to listen to the content of the subject the other part wants to bring forward. (Erikson, 2008, s. 60)

When a leader is listening to a person it gives a good picture about that the leader accepts ideas and thoughts, when leaders listen to people it will develop an engagement in the organization that people thrive in. (Colleen & Sögaard Nielsen, 2021, s. 118) People tend to describe a good leader, as a leader that listen to them. To listen to people demands effort from the leader to be able to get the message people want to share with them. People describe good listeners as leaders that are curious and interested in the person that talks to them, this can be to ask some follow up question on the subject that is brought up. Not reacting so strongly if the person is thinking in another way or has other valuations on life. Don't bring

themselves up in the conversation constantly, better to keep it about the person that is talking to the leader. Leaders can stay calm even if the person talking tries to provoke the leader, here it is important to stay calm and just take in what the person is saying. It is important that the leader can look at things from another perspective, this can be challenging, the leader must listen carefully to what the person's message is to try to understand what the message is. (Berglund & Thomas, 2019, s. 157)

Then there is sometimes when it feels like something is interfering with our listening. Sometimes people can feel that it might be a risk to listen carefully, it means when listening to someone we are going into their life and situation and it can feel intimidating, it can also feel that you might change your own opinions on matters. One fear for listening can also be that you get too close to that person. (Gjerde, 2012, s. 158) This will give a more understanding for the person when listening carefully to what the message is. (Erikson, 2008, s. 61)

There are two ways that a person can listen actively. Internal listening is the first way to listen to people, the second one is focused listening. Internal listening can sometimes be positive, negative, or natural. Internal listening can be described by that the person listening is the main character of the conversation, this means that the person is listening to the other person but he is always looking for a break or something to get a chance to put something in the conversation that involves some kind of experience for himself or it can be that the person wants to share how he should do it or done it. (Gjerde, 2012, s. 161)

Focused listening is when we are listening to someone's words that they want to share with the listener, the purpose with this method is to listen to what the person wants to tell us. One way to activate us to listen in a focused way is to lean forward in the chair to be able to focus more. Body language shows that the leader is listening, this way it will also be easier to concentrate on what the message is. In this case we can also repeat what the person is saying just to confirm that we heard the right words, this is also a way to stay focused. (Gjerde, 2012, s. 162) When listening actively you should listen to people to understand what they mean not just to be able to answer. When listening to people you should not get caught up in the details that they try to explain to you, you should try to follow the red thread that they are trying to communicate to you. When talking to someone and to acknowledge that you are listening to them you should answer them now and then with small words or with a nod or smile, so they notice that you are listening to them actively you can also ask a follow up

question. Use eye contact with the person you are listening to, this will make the person feel that you are listening to them. (Lindahl, 2020, s. 53)

2.6 Difficult questions

Leaders in an organization need to prepare themselves for tough questions from their team members. These difficult questions may come when you are unprepared. Even if the leader can't answer them directly you have to give the person asking some answer, there is a way to handle these situations. Even though questions can come like a surprise you can probably predict how different people might react to different decisions, as an example the organization has been taking, people react differently to things. (Saphira, 2022)

First, leaders can prepare themselves for how people will react when they give them a decision. When the leader prepares himself, they can anticipate for questions that might come on the decisions that's being made. (Saphira, 2022)

When facing a hard question, leaders usually feel that they need to answer the questions directly. But usually that is not the best way to go forward, we might not have all answers directly in our minds. In these cases, it might be needed with a short break. Stop talking and take a few second break to gather your thoughts. It is acceptable to do this, this gives you a few seconds of time to think about your answer and control your emotions. (Saphira, 2022)

When starting to talk, words will matter, especially when handling a difficult situation. When starting to communicate the answer, start to say that you acknowledge the questions that the person is asking by saying for example 'that's a critical question, thank you for asking' and then use emphatical language. This will build up trust between these people. (Saphira, 2022)

When you have noticed the question, you also might have to acknowledge the uncertainty. Leaders can confidently express that they don't know the answer with simple phrases such as 'I don't know, but I can try to find the answer'. When having done this, it might be good to follow up with a sentence where the leader might say that we need to take a step back and look at these problems and follow up with a question if there is anything else that's on the person's mind. (Saphira, 2022)

2.7 Conflicts

Conflicts are something that can be avoided in some matters. But sometimes they can't be avoided. (Källerman, 2016, s. 150) Conflicts can occur when there are two people involved, they usually can be described as collisions between interests, actions, or values. (Berglund & Thomas, 2019, s. 164) It is not the leader who is the person that should solve a conflict. It is the people inside it, the leader's task is to lead them in the right direction so they can find the solution. (Ericsson, 2007, s. 121) Leaders can be almost certain that they will need to handle some kind of conflict in their careers. The leader can prepare themselves for what to come towards them, if the leader can prepare for the situation, it might be easier to handle. When a conflict appears the leader should just keep calm, often the conflict can be about something that leader has been communicating, that's why it makes it much harder when the leader also is involved, but it can also be a conflict that the leader is not involved in but need to handle. When starting to handle the conflict it can be good to remember to be respectful to everybody involved, that includes the other persons also, this means that the leader should not take everything that the other person might throw at them if it is not constructive, but it is good to listen to what they have to say and try to figure out what their message is, sometimes people can have trouble expressing themselves, but the leader should remember to keep his head calm. (Källerman, 2016, ss. 150-151)

Before a conflict occurs, the leader can also try to prevent it from happening, then the more difficult conflict might not appear. One way to try to solve these is simply to listen to what people say and how they express themselves. Sometimes a couple of minutes listening to someone's problem can be the start to solving the problem that could have escalated to a bigger conflict. Important for the listener here is to show that he takes it seriously and cares about the person expressing the feelings. The second preventive method is to confront the person and ask directly what the problem is, this the leader can notice on persons if some person is acting in some strange way that is not normal for the person. (Gordon, 2009, ss. 146-147)

The leader should also remember that it is his task to drive the department in the right direction so that it follows the mission that the strategy tells. When communicating something there might always be an opinion about the thing communicated and it should be like that also because people see things differently, but leaders should not always try to find consensus all the time when communicating, the important thing is to get the business forward, and to keep calm. (Källerman, 2016, s. 151)

When conflicts appear, it can be challenging if it has been in the air for some time. Usually when a conflict appears the normal way is to relocate people in the organization. This is something that usually works best, other solutions don't usually work. Some of the conflicts should the leader not even put time on because they can't be solved, but only exceptions. Though it is important to handle every conflict as good as possible. There are guidelines that can be used to get a conflict solved. It is always important that when solving a conflict that we are constructive and realistic, it is always important also that we demand that the people involved are active in the discussion. It is important to know that emotions are probably going to take over the ability to think and people might get frustrated. One reminder to handle is to not search for right or wrong and not blame someone. Observe the people's feelings, let them speak about their feelings without judging or interruption. Keep the discussion going if it stops it might escalate. It is also important to try to stay to the time schedule, this is to show respect for each other. Before the leader ends the discussion with the people, it is important that the discussion is having some kind of conclusion, both parties will have to compromise if the leader want them to go forward. (Berglund & Thomas, 2019, s. 171)

2.8 Trust

It is almost impossible for a leader to not make mistakes; it can be anything between saying something wrong or missing an important email or it can simply be just read of the situation completely wrong. There is a lot of talk about teamwork in today's world, choosing a great manager and having a clear and measurable goals and about communicating. These all are important but there is also one thing that brings up the trust capital for the individuals, the most important thing is to get things done. By getting things done the leader will get the trust he deserves. This goes in both directions, to leader's manager and to the people being led, if the leader tells someone that he will do something he needs to finish it, so it is important to also recognize to tell the people why it can't be figured out, both ways will bring trust capital. (Källerman, 2016, s. 153) Trust between leaders and people don't mean that people has to like each other on a personal level, but they have to trust each other on a professional level. (Jönsson & Strannegård, 2015, s. 262)

When discussing with people as a leader people tend to bring up things, their feelings might be a little uncomfortable, this is a good sign that people trust their leader that it won't go any further. Though this is a critical part, this is the real test if trust can be built between two people. One way also to gain trust from employees is to involve them in some questions which can make them feel more motivated, this is a way of creating trust and loyalty. To

build up trust when coming in as a new leader, it will take time to build it up between your co-workers, don't be afraid if it takes some time, it is also the leader's responsibility to do it. By building up trust with colleagues the leader's day will be easier. (Källerman, 2016, ss. 154-156)

2.9 Feedback

Feedback is something that every leader should learn to use as a tool in their daily work. People usually tend to think that good feedback is feedback when nobody says nothing. People biggest psychological need is to get acknowledged by the work they put down. Positive feedback creates mental energy for people so that they want to do their work a little better every day. When a leader gives positive feedback to a person in their team a couple of times it will be much easier to also give constructive feedback to the person and the person will take it in a positive way. (Lager, 2017, s. 104)

Feedback is a way of communicating with the people in the team or whole teams. With feedback a leader can change a behavior if not wanted to something that is wanted, by giving feedback a leader can change things. It is important for people to get feedback, it is a way for people to feel that they are acknowledge for their work they put in. (Berglund & Thomas, 2019, s. 152) When giving feedback it has to create value for the receiver, it is not enough with just good job, then the receiver might now know what specific things was good in the task that was completed. (Lager, 2017, s. 106)

By giving feedback, leaders in the organizations can help the people achieve more. To give good feedback in both a positive way and constructive way there are guidelines how a leader can make the feedback more effective. The first guideline is that it should be describing, a leader should give feedback on the behavior, not how it is valued. Another guideline is that it needs to be concrete and if possible measurable, the leader should be as specific as possible, when giving feedback on something concrete it gets easier to take it in and touchable. As the third guideline, feedback should be directed directly to the thing that needs to be corrected or changed, things that are difficult to understand can be hard to change. Looking on when to give feedback to people it can be good to have in mind that if a leader give constructive feedback on a Friday afternoon the person receiving it might just think about it the whole weekend and don't get any rest during the weekend, timing with feedback is important. When a leader gives feedback, it is important to prepare the feedback so it cannot be understood wrongly by the receiver, the leader can notice the person receiving

body language if the message is not understood, as an example. (Berglund & Thomas, 2019, s. 153)

The first thing to learn when giving feedback is for the leader to learn to receive feedback. For some people it can feel awkward to receive feedback. This is something that every person should learn, how to handle feedback when receiving feedback, it is not that easy, usually it needs to be practiced. People tend to react with feelings when receiving feedback, and every person is different with also means that they react differently. (Berglund & Thomas, 2019, s. 154)

Pitfalls to avoid with feedback, some people feel that it is uncomfortable to give and get feedback, to give feedback too rarely is not good also, there must be some routine in giving feedback. If leaders wait too long after the incident to give feedback, the feedback doesn't have the real effect. There is no structure in the feedback, it is hard for the receiver to understand what the leader means. When the purpose is unclear, why the person is receiving the feedback. Too much positive, too much of the good. To general, it is too diffuse to see for the receiver and don't get it, what was good or bad. (Lager, 2017, s. 106)

2.10 My theoretical frame of reference

This theoretical part will provide the basis for the research questions that will be used in the survey. This theory part has several parts that can be used for the questions. When going into the different parts that came up in the theory section, one can note that there are very simple basic things that leaders need to know in their everyday work. For the empirical part, we will bring key things with us from the theoretical part chapters. It may be a question on how leaders position themselves in the group. This is a good question to ask the staff to see what they think is important. When extracting parts from the theory part, it is important to try to make the content as simple as possible and not too difficult to interpret.

Content from all parts will be included in the leaders' survey. Certain parts of this work do not need to be asked by those who are led, but it is more the people who lead who need to tell what they feel about various topics.

3 Empirical study

This is the chapter where the empirical work is described; the way of researching is presented. Gathering data from humans can be done in many ways. Interviews is one way to gather data, this is a good way to gather quality data, when you are able to sit down with people and discuss, the problem here is that when gathering data through an interview you might be able to just have a few interviews, because they take time, and interviews is gathering a couple of people's opinions. Conducting a survey can be another way to gather data from humans, there can be pitfalls with a survey. It can be issues when sending out a survey to many people, one issue can be that they don't answer or that they don't feel it is important. But with a survey you get a much broader audience that is giving their opinion. In this thesis the survey method was chosen, the reason behind this was to give the opportunity to everybody to answer and give their opinion, the survey was built up with multiple choice answers and the opportunity to write an answer. The content for survey questions were taken from the theoretical part chapters.

3.1 Method

The first thing in this thesis was to research what has been written about leadership, the focus here was to find basic knowledge that is necessary to have some kind of knowledge about as a new supervisor in production at Mirka. By giving leaders basic knowledge we are giving them the opportunity to lead people in different situations and the opportunity to perform better. The theory has been divided into several basic knowledge topics, each one has been discussed during the writing process with help of an advisory board, they have had the opportunity to comment and give input what could be good to take in consideration, during the writing process, small discussions has been held with different people of what kind of examples could be necessary to bring up in this education during the writing process. The second step has been to use the theory parts and make survey questions based on the theory part, this is to verify what people consider is the most important for leaders to have knowledge about and give them the opportunity to give their thoughts. With the results from the questions, we are going to produce training material that can be used for new supervisors in production.

There are several risks when conducting a survey, the challenge here is to get people to answer and if they even see the why they should answer a survey like this. Another risk is that people might understand questions in different ways. Two surveys were conducted, this

was based on the theory, some questions about a leader's self-knowledge were not brought up in the blue collar survey, this was a question directed to the leaders.

3.2 Blue Collar Survey

Questions for blue collar was made in a way that should be as easy as possible to answer, the risk is, if they must write a lot, they might feel they do not want to fill in the answers, so the decision was made that these questions should be multiple choice answer, but also to give the opportunity for them to answer with text if they want. People in the production is speaking Finnish and Swedish so that was the primary language that where used. The survey program that we used was google forms that is simple to use for surveys like this. The survey was sent to the Jeppo site at Mirka, there were two hundred people who received the opportunity to answer the answer when looking at blue collar.

The first question was to have blue collar to describe what a good leader is. In this question it was set out that people who answer this should choose three of the options that they feel are the most important for them.

1. *How do you describe a good leader? Choose three areas that you think are most important.*
 - *A person who can communicate*
 - *A person who can sort out conflicts.*
 - *A person who can take decisions.*
 - *A person who can get involved with people.*
 - *A person who can motivate*
 - *Other?*

The second question was to see where they want to have their leader. This will give a picture of how blue collar sees on these things, as it was mentioned in the theory part, there are problems with both sides though positive things also.

2. *With whom do you think the leader should have his primary relationship with?*
 - *The department.*
 - *The leadership colleagues.*
 - *None of the above.*

- *Other?*

The third question was about the same as the first one but here we gave them more options to choose from.

3. *What do you think a leader needs to know to do a good job? Choose four areas you think are most important.*
 - *How to communicate clear goals.*
 - *How to make necessary decisions.*
 - *How to deal with uncomfortable relationships.*
 - *How to give constructive feedback.*
 - *How to do the staff's job.*
 - *How to be a role model for others.*
 - *How to follow up on things.*
 - *How to lead with courage.*
 - *Other?*

Fourth question is how they feel that the leader should act when listening to them, in theory we had some bad examples which were brought up as options to choose from, most of them are about how to act when listening.

4. *When do you feel, someone is listening to you?*
 - *Commenting on details.*
 - *Make eye contact.*
 - *Asks follow-up questions.*
 - *Looking out the window.*
 - *Understands the meaning of the conversation.*
 - *You can see it in body language.*
 - *Other?*

When looking into literature the most important tool a leader has was how to communicate, this question was important to bring to the survey, communication is wide, as an example listening and gathering information to give forward. There are always development areas in communication for everybody.

5. *What do you think is the most important when a leader communicates? Choose three points that you consider most important.*

- *Clearness.*
- *That the leader can listen.*
- *Explain expectations.*
- *Tell me why.*
- *Is mentally present.*
- *Give feedback.*
- *Spread information.*
- *Be constructive.*
- *Other?*

The sixth question is about more sensitive things, there will always come important questions from blue collar to leaders, here it is important to first notice that it is important. Options here are both bad and good examples as mentioned in the theory part, and some of the options are direct from the daily work where we have missed.

6. *What do you expect when you ask a leader an important question? Choose two points that you think are most important.*

- *The leader gives an answer immediately.*
- *The leader avoids answering.*
- *The leader apologizes.*
- *The leader understands the meaning.*
- *The leader has no answer but finds out and informs as quickly as possible.*
- *Other?*

The seventh question is about an effective tool that can be used to acknowledge people and change behaviors in the right way if needed. Options here are also good examples and bad ones.

7. *How do you describe valuable feedback? Choose three points that you consider to be valuable feedback.*

- *Through silence.*
- *The feedback comes immediately.*
- *The feedback is ‘‘Good job!’’*
- *It reveals what should be improved or was good.*
- *You yourself feel that you have done something good.*
- *Other?*

The eighth question is about how to gain trust as a leader. This is very important to master and can affect the leader’s daily work for a long time in the future if the leader fails to gain trust in the beginning. This is the only question where we do not have any multiple choices as options, here it is up to the person answering the survey to tell us what leaders should do to gain trust.

8. *What is important for you to gain trust in a leader? Tell!*

3.3 White collar survey

In the white-collar survey, we included questions for the survey from every topic brought up from theoretical part. The idea here was to give the leaders the opportunity to answer with a short text to different questions with their own opinion.

The first question for leaders is that we want them to describe why they wanted to become a leader, why is the reason that they have been choosing a way like this. There can be several reasons why they have chosen it.

1. *Why do you want to become a leader?*

The second question is what they assume good qualities for a leader are. It can several different things, this is a way to see what they who have chosen the leadership mission think are good qualities.

2. *What qualities does a good leader have?*

Third question is about what is good to know for a leader about themselves. It can be anything between what kind of leadership style they have or if their life outside work is stable.

3. *What is important for a leader to know about himself?*

The fourth question is the same as in the blue-collar survey, where they see they should be in, there are different challenges in different positions.

4. *As a leader it can be very lonely, which community is best to be in?*

Fifth question, like the blue-collar survey question, here we want to check what leaders think is important to know what they need to know to be able to do a good job.

5. *What do you think a leader needs to know to do a good job?*

Sixth question is about how leaders listen to their people, with this question we can see what people who practice leadership think is important when listening to people. Listening is a part of communication and makes it therefore important.

6. *What can be considered important when listening to someone?*

The seventh question is about communication, what do leaders think is important to think about when communicating, there are many different things that need to be taken into consideration if looking at theory, but what is leader's opinion.

7. *What should a leader know about communication?*

Eight question is what leader think is important when managing an important question. Every situation is different, and leaders have been handling different situations, this gives them the opportunity to say what they think is important.

8. *How does the leader manage an important question?*

The ninth question is about how to handle a conflict, every leader must handle a conflict sometime, and every situation is different and here we can see how they have been handling them before.

9. *How can a leader manage a conflict?*

The tenth question is how a leader builds trust, trust is important when leading people, trust can be built up in different ways.

10. *How does a leader build trust between himself and his employees and managers?*

The eleventh question is to see how a leader can give feedback, and what is good feedback by our leader's opinion.

11. *What does valuable feedback from a leader look like?*

4 Results

This is the part where the results are presented from the survey. The Blue-collar result will be presented in diagram forms that show the number of people that have answered the survey, the last question is presented as text only. The White-collar result will be presented with text only because their questions were built up in the way that they should write down things not with multiple choice answers.

The answer rate was about ~40% from blue-collar, meaning that we got seventy answers to this survey. This is a good rate that we can be satisfied with. For White collars, the survey was sent out to 19 people and 11 people answered the survey, almost ~60% answer rate.

The first step is to present the blue-collar surveys answers, at the same time I will comment on them and give a view of what they mean from a leadership perspective. In the second part we will go through the white-collar answers.

4.1 Blue collar result



Figure 2 How do you describe a good leader.

The first step was to investigate what blue-collar people think a good leader is. As we can see, the most people think that a good leader is a person that is good at communicating. When looking at the theory chapter we can also notice that many sources of literature say that this is the most important tool for a leader. Communication is so important for people and is done in so many ways that affects them.

A person that can take decisions is the next most important for blue collar. Means that they want to know more what they must do when asking something, but when looking at theory we can notice that leader don't always has to have the right answers instant, but good if they have, but it is important that the leader finds the right answer when figured it out and communicate it to the person.

Third, most important is a person that is good to motivate, to motivate someone can mean different things, it can be to give feedback, or it can be to give a person more responsibility, to motivate people is different between different people. I think that people think feedback is good, it is a part of communication because the

Fourth most important was that a leader can handle a conflict, it is important to learn to see a conflict before it appears, and to have the courage to handle the conflict when it appears. People probably don't answer this if they haven't been in a conflict before or haven't felt like it has been a conflict. People then think something else is more important and that is why this has been receiving fewer answers, but though who have experience probably have answered this one.

Fifth, most important and the last in this question is a leader that is engage in people. People tend to feel unappreciated if the leader does not engage in them.

Answer that came on the last option other was, a person that informs in time about things that affect the people and a person that can bind together people that works good with each other and lead in the way the company wants and last one is a person that takes responsibility. These are interesting and accurate when checking the theory.

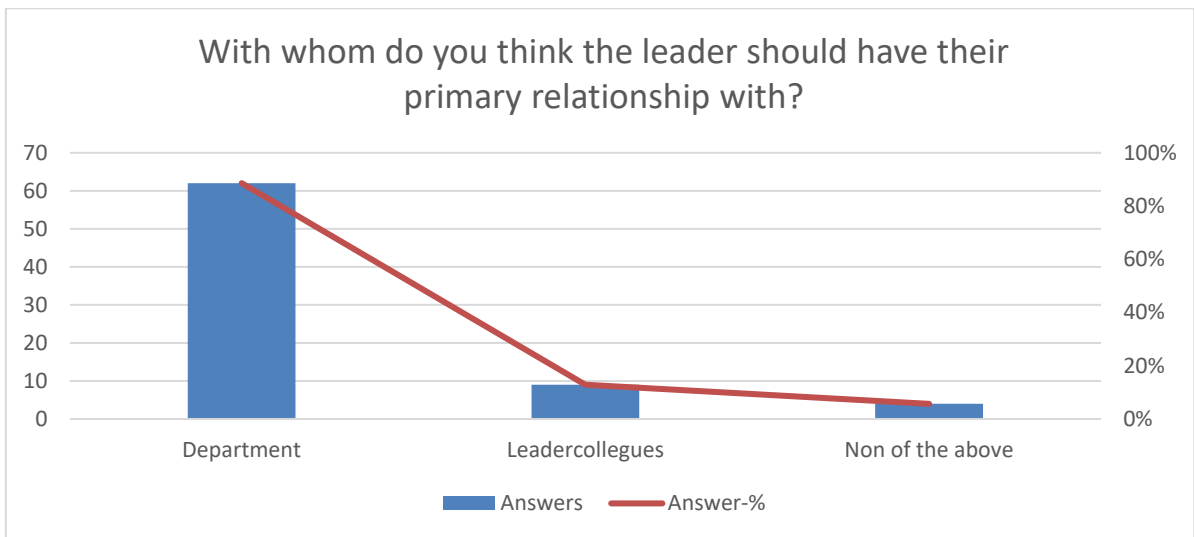


Figure 3 With whom do you think the leader should have their primary relationship with.

People seem to think that the leader needs to have their primary relationship with the group, blue-collar workers usually think in this way that their leader should be with the group, it seems like they want to have their leader as a friend but that is not always the best. The leader should be able to be in both groups, but not too close to any of them. To be able to do the right things. But with these answers it may be that the people want to see the leader more often, they want to interact more with the leader, that is the conclusion.

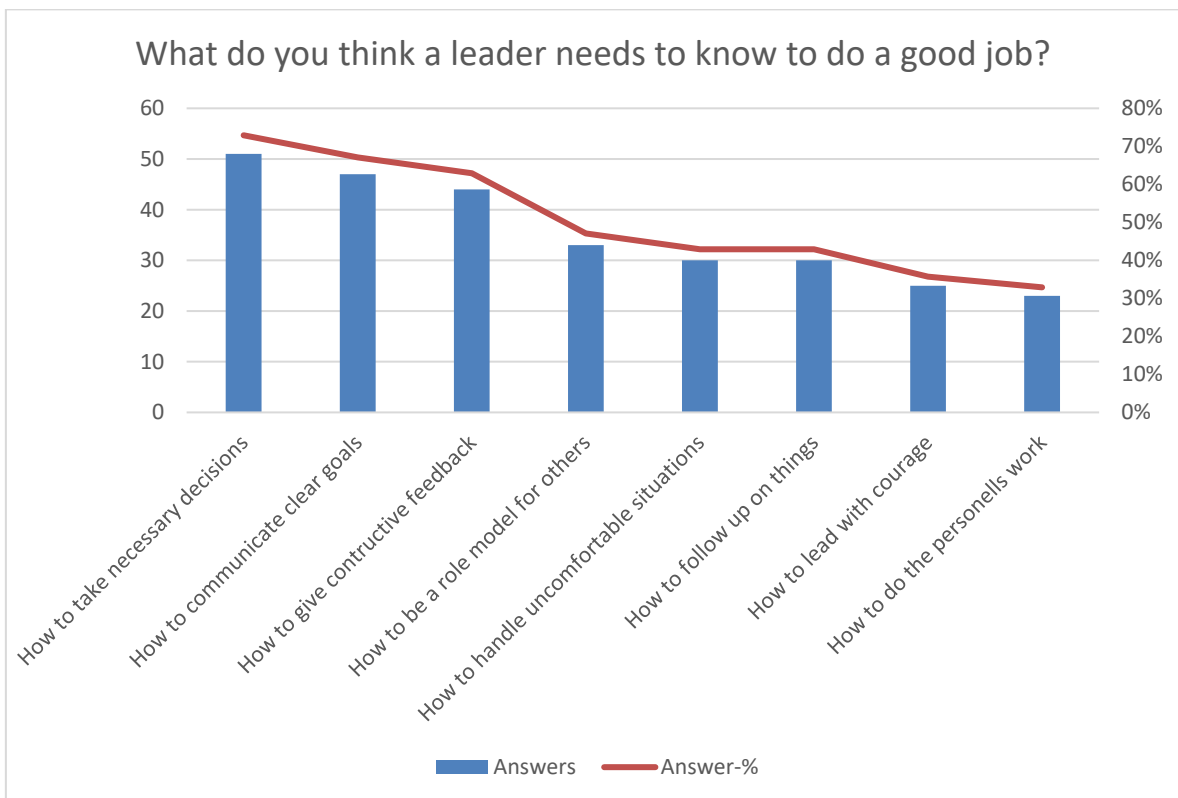


Figure 4 What do you think a leader needs to know to do a good job.

This is a little similar question to the first one, as we can see decision making and communication is in the top, third one is about to give constructive feedback and fourth is how to be a role model. When looking at these answers we can again notice that people want leaders that are good at communicating, the reason is probably simple, people know what to do if the leader communicates well. The last one that has received least answers how to do the personals work is interesting also, this is also a form of communication, if for example a machine has some issues and the person trying to explain what the problem is and the person receiving the message is not understanding it, it can become frustrating for the person explaining.

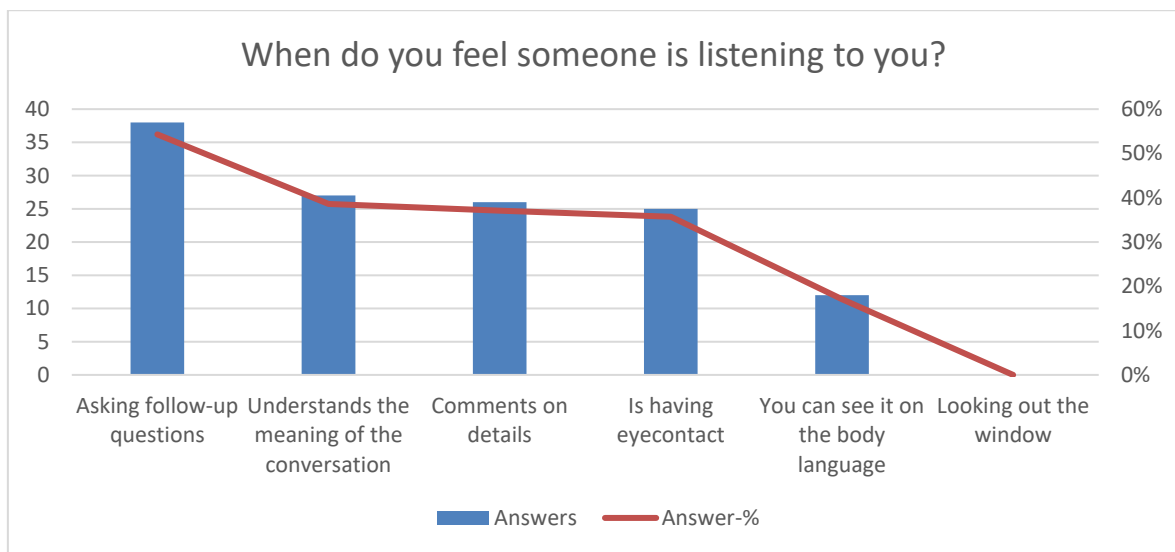


Figure 5 When do you feel someone is listening to you.

Listening is a part of communicating; people seem to like it if a leader asks follow-up questions when they are telling something to someone. This is also a way for the leader to acknowledge what they hear and for the teller to see that the other person understands. The second most answered option was, understanding the meaning of the conversation, the leader needs to try to figure out the meaning of the talking, this can be done if unclear with help of follow-up questions. Leaders should ask follow-up questions to understand the meaning of the conversation.

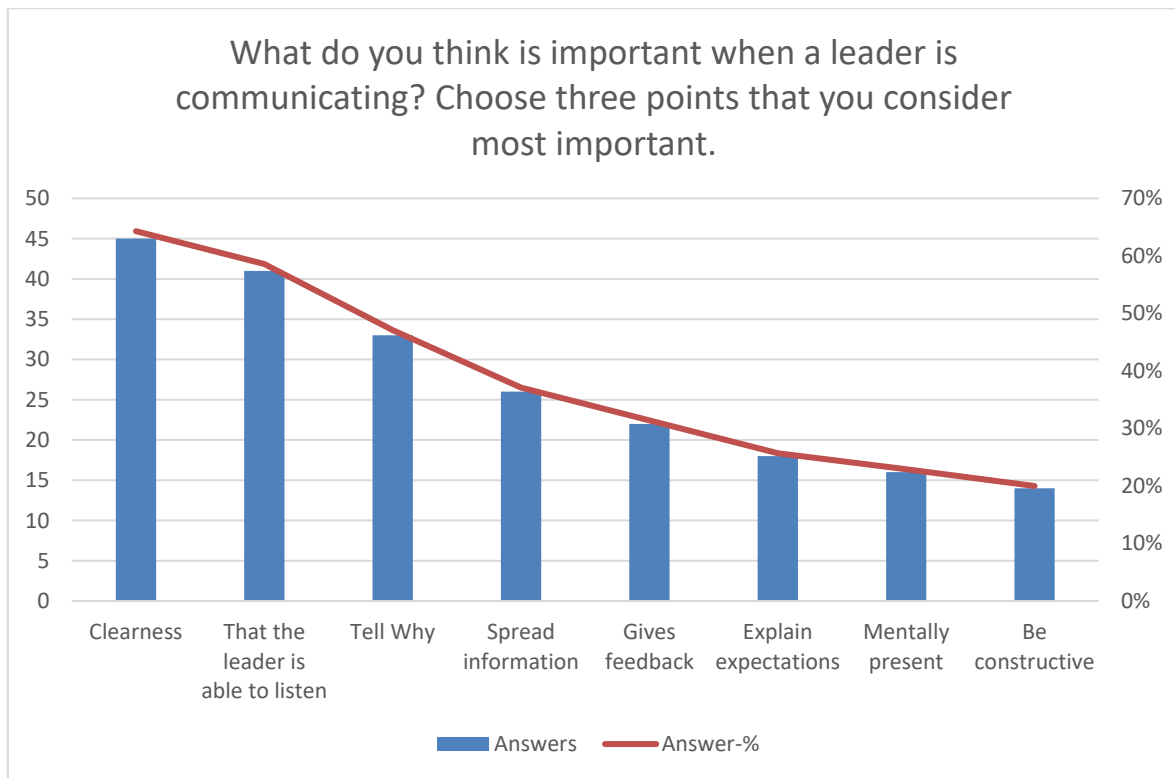


Figure 6 What do you think is important when a leader is communicating.

When looking at what is important when communicating we can see that to be clear about the message is most important. People want to know what the leader means, here it is important for the leader to analyze who is in the audience. What kind of information is needed and how should it be explained. Second most important is related to listening, listening is a part of communicating, people want to be heard. Third is to tell why we do things in different ways, if people know why we do different things they may feel more motivated.

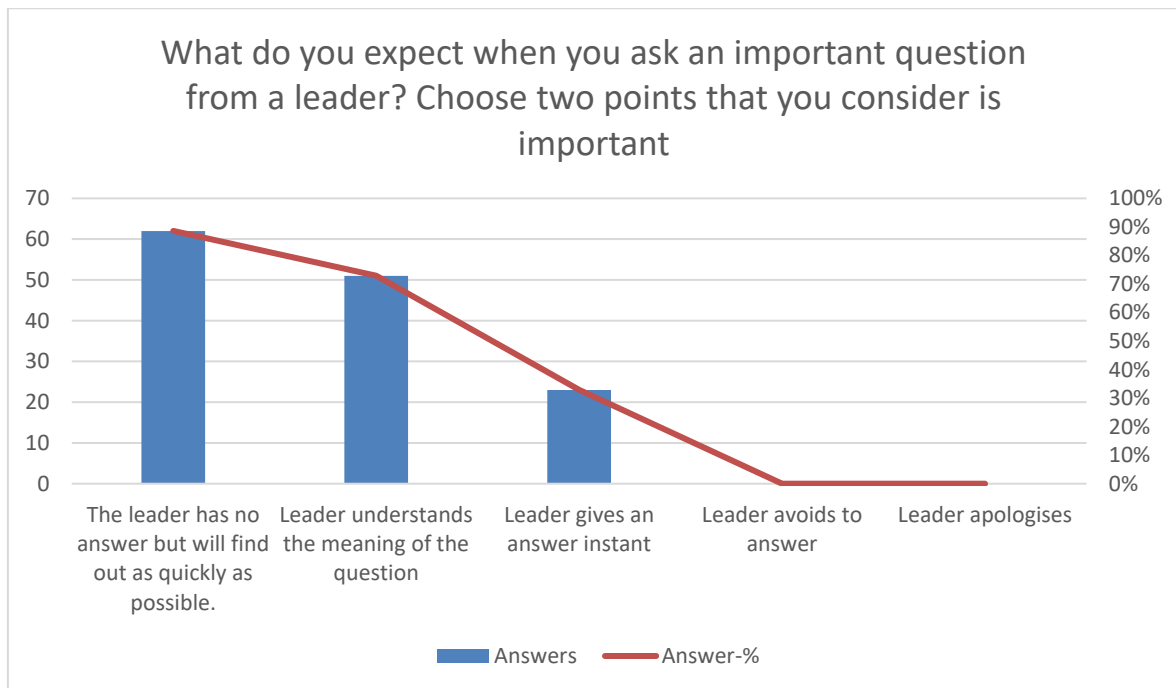


Figure 7 What do you expect when you ask an important question from a leader.

Here we can see that people accept if leader do not know the answers instant when asking an important question, but they expect that the leader figure out the answer for them, they probably will feel frustrated if they do not receive answers in a near future depending on the question. They want to see that the leader understands the question, this connects with another question in this survey, how to listen, and we can see that this is an important topic for people. But it seems like they do not expect an answer instantly if they answer an important question and they probably know themselves that it might take some time for the leader to figure out the answer, this is something that they accept that it takes some time.

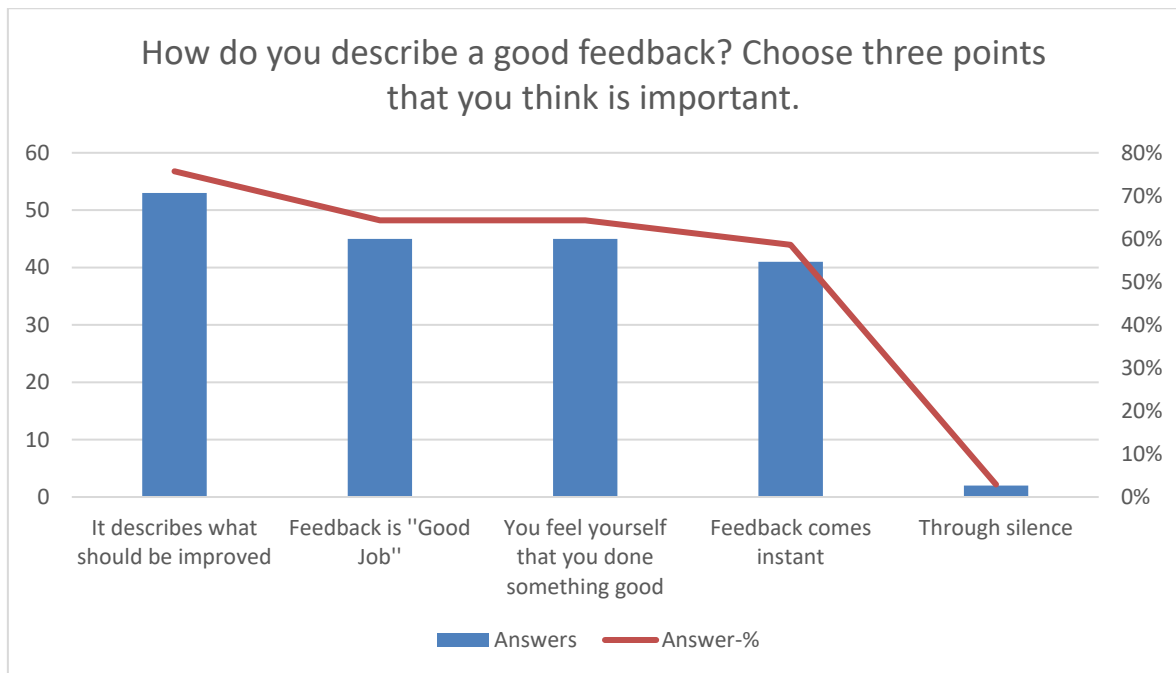


Figure 8 How do you describe good feedback.

People seems to like feedback in both ways, both in the constructive way and what should be improved, this shows that people want to get information what not is liked and what is liked by the leader, it important also for the leader to notice these bad and good things so he can give it, people also feel by themselves when they done something good, and this is an important part because leader cant see everything that people do bad or good. Feedback should be given instant, it is important that the leader doesn't give feedback one week later when something has occurred that should be changed or was good.

The last question that was asked about how a leader builds trust was done in the way that the people answering were able to write down their thoughts. This question was arranged so that the respondents were able to write an answer. The reason to this is that it can be so many different things that create trust between leaders and people. There were about 70 answers that came in on this question. When looking at the answers we can notice that there are some red lines through the answers what can build trust for leaders.

There were many answers about that leaders should threat everybody in the same way, there are many answers about empathy, that leaders should be able to put their self in the person's life and try to understand. Leaders should also be available to the people, means that at least they should be reachable at least through phone. People see that trust is built when they tell the leader something and he does not tell it forward to someone. They want to feel that they can bring up everything to a leader without feeling uncomfortable, a leader is often easy to

talk with if they have a positive aura around themselves, people think that the leader should not be so serious all the time, instead have some humor in their daily work. The leader should also take responsibility for their decisions, and if they are wrong change them, if necessary, people tend to feel more motivated also if they are given more responsibility. People seems to like when having a leader that communicate straight forward, and don't talk around the issues, and they want to see the leader more on the floor, and a little more authority in the leadership style but not in a bad way.

When looking at these answers we can see more what people want to see more of to be able to build trust. These things are also in line with a lot of theory that we have been going through in this work.

4.2 White Collar result

The first question was about why people want to be a leader.

Curiosity and interest, the desire to influence often leads to a person being guided to become a leader.

Rewarding and self-developing

The desire to move the whole thing forward and support the organization and the people working there.

To be able to influence operations and well-being at work.

Willingness to lead a group.

Likes to take responsibility, enable his ideas within what he wants to lead.

Because you find it interesting to support and help a team reach its goals.

Self-development, salary

Likes to work with people, see when you lead others that things move forward.

To be involved and influence results and decisions.

When looking into these answers it seems like leaders become leaders because of the right things. If referring to theory, people want to lead people so they can reach their goals, self-development is also a strong reason why people want to become leaders.

Next questions are about what characteristics a good leader have.

Attention-grabbing, sufficiently sturdy. Sees entities. Unbiased. Can also delegate tasks.

Be able to listen and make decisions, a little empathy is needed anyway.

The ability to look at things from different perspectives. Good social and interaction skills, emotional intelligence, and situational awareness - the ability to communicate clearly and understandably. Also know how to listen.

The ability to manage the complexity of things and the challenges of using time.

The ability to spark and inspire.

Flexibility, purposefulness, decision-making ability, the ability to take people, objective empathy.

Dare to tackle problems and dare to make decisions.

Honest, knowledgeable, can manage things, takes in information and is decisive.

Fair, honest, able to make decisions.

Listen, fair, approachable.

Fair, visible, straight

The leader must be fair, listen to what staff have to say, get the quiet ones to open. Build a reputation so that staff can trust their leader. Have rules, don't change your mind to escape yourself more easily.

Makes decisions, can listen, can organize. Lead by example.

It seems like the leader has a good view of what characteristics for leaders is, though the question always is do leaders live up to these. These are not always easy things to do and to remember in every situation.

Next question is about self-knowledge, what should a leader know about themselves.

Good self-esteem helps in management. Can also detach from management.

Strengths and weaknesses

Become aware of your own behavior patterns and sign language.

Strengths and weaknesses, you should be able to be honest with yourself about who you are.

Know your own weaknesses and admit them to yourself.

What a personality you are. how to react under pressure and why you want to lead.

Its own limitations.

Their weaknesses

A leader must know himself (self-leadership)

The personality. Own strengths and weaknesses.

Leaders know what they must work on, if leaders know their strengths and weaknesses, they can work from them and use their strengths more and avoid their weaknesses or even improve them.

Next question is about what a leader should know to be able to do a good job.

Basic competence in the matters he leads. Vision and consensus on the direction in which things are to be taken in the company = Strategy. What can be promised and what must not be known.

Common goals. When, was, who, why?

How to enable employees to succeed at work. (e.g. training, organizational processes)

Which decision-making right you have, those you lead, you should know at least to a certain extent, the common goals, and events around

Know (remember) that as a supervisor you are the employer's representative.

You must know your staff/team and be aware of the sub-goals and goals you are working towards.

The company's goals/ rules/ expectations/ means. His own team.

The problems that the staff consider themselves to have.

Quality, safety, productivity, lead, Structured approach.

Know your limits, know your employees.

The goal/requirement. Human knowledge.

Many leaders have mentioned that they need to have human knowledge, how people work and that everybody is different and has different needs and comes from different places in their life. Leaders also mention that to lead in the company line, supervisors are representatives for the company.

Next question is about what be considered important when listening to someone.

By listening, you get the best knowledge of the whole. You only need to know how to extract the most important things from there.

Do not fiddle with your phone or computer when listening.

Listen unhurriedly, be present. Really try to understand - avoid interrupting and giving advice.

That one tries to understand the other's perspective. Answer honestly but respectfully.

Take time to listen without commenting, judging, etc.

Really listen and don't interrupt even though the opinion may be different, show commitment and that you care.

Asks counter-questions so the person feels heard/seen. Own body language.

Taking time to listen and not interrupting the person.

Listening and responding, facial expressions.

Giving time and showing interest.

Listen, don't interrupt.

Leaders seem to think that it is important to not interrupt the one who is speaking and not comment on details even if the leader does not have the same opinion. They mention also that showing some kind of body language that shows that you are listening is important.

Next question is about what leader should know about communication.

Communicate very clearly. Things that should be communicated in terms of the smoothness of things.

It's easy to say no one told and blame poor communication.

Listening is part of communication. Communication also includes what you don't say and sign language.

To be clear and understand how to explain something in an understandable way.

Important to communicate to subordinates essential information. However, one should avoid communicating "half-finished" and non-essential material because it is easily misunderstood and misinterpreted then.

You should understand that there are people who react differently, when communicating you should stick to the topic, and remember to listen.

The most important thing is that you communicate with your team and with other leaders. Communication goes both ways; you must be able to listen actively and respond clearly.

How to both listen and accept criticism, while being able to tell and give criticism in a constructive way.

Open discussion, listen and answer.

You cannot do everything yourself; it is important to give information and to present the information in a way that the staff understands.

Clarity, two-way communication.

Leaders think that clarity is the most important when communicating, if the leader doesn't know what he is communicating it will be unclear for the receiver also, and it can be hard to answer questions, preparation is key to good communication. It is important also that communication is both ways it should go up and down, and on the way the information should be adapted to the receiver.

Next question is about how a leader manage an important question.

So that the matter becomes clear. And makes sure that the information gets to everyone who needs it.

Importance varies in the eye of the beholder. But everyone needs to have their voice heard.

Listens if she doesn't know the answer - finds out about things and gets back to it

Depends on the question, it is taken as prioritize one if you don't have a straight answer.

You should be well prepared to be able to communicate your goals.

Depends entirely on what it's about. Regardless, you should be serious and consider your answer carefully. Only answer what you know and are sure of, otherwise you will find out.

If you are unsure, there are colleagues to contact and ask for advice.

Give an answer, find out the answer.

The leader must remember that he has a duty of confidentiality and offer help if it is a question of such things.

Prioritize it. Complete it.

Leaders seem to consider that one of the most important things is to find out the answer if they can't give them an answer directly, and to know how to prioritize these important things. Be transparent with the people, tell them that you don't know, don't make things up just to give an answer.

Next question is how a leader handles a conflict.

By first listening to those concerned individually, and if necessary, together. Appropriate measures.

Confrontation discussion possibly take help of his foreman or colleagues.

Address problems/conflicts as soon as you notice them. Discusses, listens, and firmly moves the subject forward in accordance with the organization's practices.

Depends on the conflict and how the conflict arose.

Fair and able to "beat the table with your fist.

You should take in information from all parties, really listen to different opinions and be clear in your answers. treat everyone fairly.

Intervene as soon as possible. Hear everyone involved. Try to fix the problem after all the facts are on the table.

There are many ways.

Address the problem, don't push it away.

The leader must deal with it as soon as possible if a conflict arises and hear the people concerned the sooner the better, usually it will be resolved,

Listen to both sides. Establish what the conflict is about. Agree with the parties on the result.

Leaders seem to have the opinion that these should be handled instantly, not be pushed forward, also when having the discussion to get some kind of conclusion so that the people involved can get forward in the work.

Next question is about how leaders build up trust between people and themselves.

By being trustworthy and genuine. Leads by example.

Be yourself and have open cards and be honest.

Trust is built through positive, open, and respectful interaction - workplaces should have places and time to meet and be heard.

Through fair treatment and equal treatment.

Keep what you promise and don't talk behind anyone's back. Be fair. Better to be a little too hard than a little too soft.

You show that you are committed and that you really care about all parties. You should be straight and clear.

You are honest and genuine.

You do your job.

You are fair and clear.

Be fair, show respect for others, listen, and act objectively yourself.

Communicate with everyone. Equal treatment. Take decisions.

Leaders build trust by being genuine and treating people equally, getting things done is important. Leaders should be respectful, this means even if the leader is receiving criticism, they should remain calm and be respectful, though sometimes the leader must speak up, if it goes over the line.

Next and last question is about how a good feedback look like.

Usually, it looks like the work is going well, results are produced, and nothing is heard.

11 times positive = 1 time negative

Current, genuine, and descriptive - positive and constructive

It is factual.

See all subordinates and show that you appreciate their work.

You need to remember to give positive feedback, but also constructively give feedback that you want to improve. One should see the person and show appreciation.

The reason for the feedback is stated, regardless of whether it concerns positive or negative feedback.

Constructive

Mean what you say, positive or negative feedback.

When you give feedback, it must be correct, and how you present it, what tone and words.

Both positive and negative feedback is good feedback. Clarity.

Leaders seem to think that it is important with positive feedback but also constructive. Feedback should also be given in a clear way so it can be understood. Important for the receiver is to know exactly what was good or needs to change.

5 Discussion

The people and leaders working in production gave their opinion in these two separate surveys, that was our data from this survey. Blue-collar survey results are describing what they would like the leaders to prioritize when leading. The multiple-choice answers are always a challenge when having a survey, they must be written in a way that they can not be misunderstood. In this case I think that none of the questions were misunderstood. The leader's survey was conducted in a harder way when leaders had to answer with a short text. This was also an opportunity to activate them to dig a little deeper inside themselves. White-collar survey was more to check where the leaders are now. When looking at the white-collar results we can notice that leaders' answers are pretty much in line with what the theoretical part has described leadership is. This shows that leaders have the right values in many ways.

Communication is the most powerful tool a leader has, and it will be that in the future, it creates connections between leaders and people through feedback, discussions, listening, conflicts as examples. White- and blue collars have a similar view on what they see as important when a leader is leading, though there is always room for improvement. To remember all these basic things is not as easy as it seems when leading, but with repetition now and then it will give them the opportunity to lead the right way.

The whole idea with this thesis was to gain knowledge about leadership to be able to create training material for Supervisors. The product will be a part of the training program that the supervisors are going through when they start their leader journey at Mirka. The training

material will be built up based on the theoretical part, the answers that people in production have answered is the most important for the training material, from each question in results something will be put in the training material, this is to give the leaders a view of what people in the production think is the most important. The training material will contain questions to the audience on every subject that will be brought up, this will activate the audience to do some self-evaluation during the training session.

6 Conclusion

The main goal of this thesis was to find out what kind of basic knowledge a leader needs when starting their journey as a leader in production. It is a start for a part of the training material that will be made for new production supervisors that will be trained at the company in the future. During the writing process when talking about these things I noticed parts where we should put more effort on when building the training material. That material will then be a part of future training for leaders in production. For that purpose, this work has given the company the chance to go forward with the training materials.

The surveys can always be questioned if the questions are of good or bad quality. We could probably make many different versions of survey questions to try to find some different answers, but there are also demands on people answering the questions, someone sees the point of answering them and someone does not see. The most important is that we receive answers.

To be able to keep up with what people think about leadership in production it could be beneficial in the future to do every two to three years a survey where people can give their opinions on leadership, this is way of developing the material for the future, to be able to keep it up to date. From a personal perspective, I have once again learnt a lot of different things about how to act as a leader myself. This work has affected how I lead today and now I have more knowledge about what a leader should prioritize.

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