

Aalborg University, Autumn semester 2018

# CEO recruitment in Danish SME- construction companies

A study of the Danish construction-SMEs' leader competency requirements

Master Thesis



## 1. Abstract

Dette kandidatspeciale er skrevet som afsluttende del af master-uddannelsen Byggeledelse, også kaldet Management in the Building Industry.

Byggebranchen står over for at skulle professionalisere sig for at kunne reducere effekten af branchens øgede kompleksitet. Branchens virksomheder har på baggrund af deres størrelse varierende ressourcer og kompetencer til at gennemgå den fornødne professionalisering. Det bevirker, at SMV'erne er udfordrede i højere grad end de større virksomheder. SMV'erne er centraliserede virksomheder, med en flad struktur og en lav grad af formalisering. Dette bevirker, at SMV-lederen har en afgørende position. Specialet omhandler mulighederne for at matche SMV-ledernes personlighed [competency] med byggebranchens udfordringer. Opgavens anvendelse er rettet mod SMV-lederen i et rekrutteringsperspektiv.

Baggrunden for at kunne vurdere SMV-lederens nødvendige personlighed er specialets brancheanalyse. To systematiske litteratursøgninger samt fem semi-strukturerede interview med brancherelevante interessenter har muliggjort en holistisk forståelse af den danske SMV i byggebranchen. Med udgangspunkt i brancheanalysen er fire scenarier blevet udvalgt som karakteristiske for SMV'ernes største udfordringer med udgangspunkt i Khan's (2018) anvendelse af SWOT-modellen. På baggrund af Tett & Burnett's (2003) Interactionist Model's principper for situationens modererende effekt er de fire scenarier matchet med McCrae & Costa, Jr.'s Five Factor-Model (1987). Akkumuleret set er de fire repræsentative for SMV-lederens nødvendige personlighed for at kunne moderere effekten af den komplekse byggebranche.

På baggrund af studiet kan det konkluderes, at SMV-lederen i højere grad end den generiske leder skal have personlighedsfacetter der faciliterer strategisk samarbejde. Personlighedsfacetten *openness to experience* var den mest nødvendige, med *extraversion* og *conscientiousness* som de to næstmest nødvendige. Det hænger sammen med, at dette studie udpeger strategiske alliancer som en mulighed, SMV'erne har for at kunne udligne nogle af deres størrelsesrelaterede-udfordringer. I et teoretisk rekrutteringsperspektiv vil SMV-lederen med disse personlighedsfacetter præstere bedre end SMV-ledere med en lavere repræsentation af de førnævnte personlighedsfacetter.

På baggrund af studiet kan der udpeges nogle udfordringer. Den konstruerede SMV-lederprofil er overvejende teoretisk, da profilen er konstrueret på baggrund af den generiske SMV i byggebranchen og ikke en specifik. En specifik profil, konstrueret på en specifik SMV's udfordringer, vil repræsentere en større validitet for den specifikke SMV. Et casestudie vil derfor være det naturlige næste skridt i at matche, og teste, en konstrueret SMV-lederprofil. I en rekrutteringssammenhæng udviser Five Factor-Modellen et stort potentiale, dog indikerer dette speciale, at kompleksiteten af Five Factor-Modellen er høj i en praktisk situationsrelateret rekruttering.

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## 2. Reader's manual

To give the reader an understanding of how the thesis is written, the reader's manual is made. This relates to, both, the approach of how the thesis has been constructed, and how the actual thesis is written. The thesis is moulded over the structure of a scientific article with; an introduction that holds the body of research; a data collection reinforcing the research; and lastly, a discussion and conclusion to establish a theory - a terminology transferred to the process map in Figure 2.

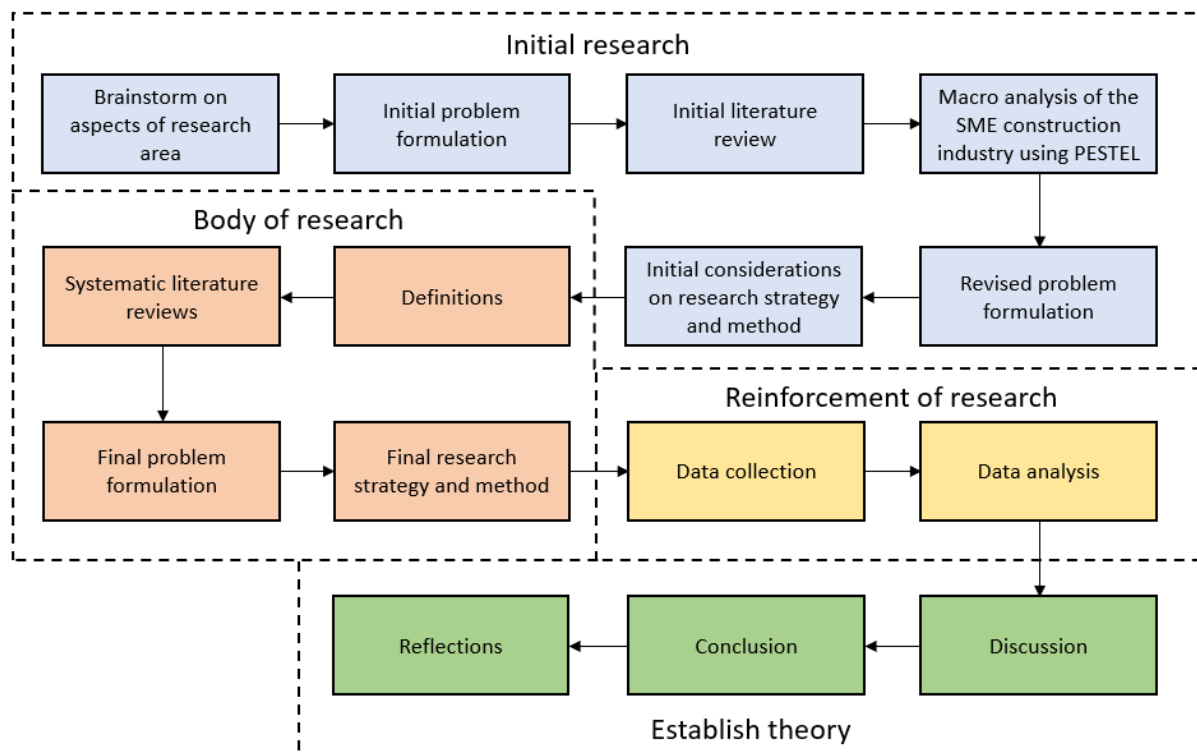


Figure 2 - Process map

The process map depicts the process of writing the thesis. Different to the scientific article is this thesis' initial research. Its relevance lies in the researcher's proficiency in the specific topic. To form a body of research, the researcher must have specific topic-related knowledge, this is established in the initial research.

The process chain of establishing the theory, that is depicted in Figure 2, is further supported in the method of funnelling down the inductive theory, portrayed in Figure 1.

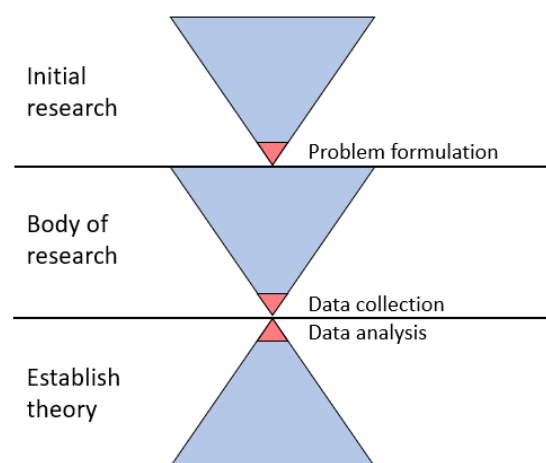


Figure 1 - Funnelling process of constructing the thesis

Here the terminology of the process map is reused to create an understanding of how the thesis is constructed. The figure depicts how the research area was funnelled down through the initial research phase. The initial research is made to create a broad understanding of the research area. The finalisation of the initial research is a problem formulation, that then govern the further research depicted as the body of research in Figure 2. The body of research is where the, now specified, research area is funnelled further down. Through definitions of terms and literature reviews a strong basis for understanding the research area holistically is created. The holistic understanding enables minor clarifications of the problem formulation and a finalisation of the research strategy. The next step is then the data collection which, crudely put, is an extension of the body of research, therefore, referred to as a reinforcement of the research in Figure 2. Here all the knowledge gathered up to this point is put to use in determining the direction of the following theory - herein lies the principal of the inductive study.

### 3. Limitations

The opportunities when writing a thesis are many, but time and quantity of pages are limited and the thesis, therefore, comes with inherent limitations. This thesis is limited to the construction industry as a context. This master thesis is conducted as part of the master's degree of Management in the Building Industry, hence, is the construction industry a contextual requirement.

The thesis is built around an analysis of the construction industry with a focus on small to medium-sized enterprises in this context. The research area of competencies of CEOs in construction SMEs, is a research area highly affected by the specific context it is unfolded in. The context can be described as two-fold, there is the external environment, which is the focus of this thesis, and then there is the company-specific internal environment, which could be addresses as a case study of a specific company. Due to time restrictions, the case study is not selected, as a thorough case study would also include an external environment analysis – to do both is beyond the researcher's abilities in connection with time and space. The deselection of the case also mean that some otherwise applicable and valid concepts must be abandoned, e.g. the situational strength that can be read in the appendix, see chapter 17.5 .

As part of the time limitation, that lie inherently in this thesis being part of an educational program, the data collected as interviews are few in numbers. Six planned interviews divided in three groups of two; one group with SME consultants; one with specialists from a nongovernmental organisation representing the construction industry; and one with personnel from a nongovernmental organisation representing SMEs regardless of industry, were held. The interviewees were selected carefully and were chosen as to represent the broadest possible spectre connected to the research area and research context. That said, some facets of the interviews were covered to a lesser extent than others, due to the interviewee's knowledge connected to the facet – this means that those facets can be considered unbalanced in representation, therefore, decreasing the validity.

Based on the data gathered to construct the SME leader profile, the profile is limited to SMEs under 100 employees. The interviewees' contact surface with the SMEs, thus their expertise, experience and knowledge, were limited to companies with less than 100 employees - the norm was that the SME's had around 30 employees. This limits the leader profile's applicability, and contradicts the SME's size-definition.

Lastly, the researcher has a background as an architectural technologist, and is now studying a master's degree in connection with the building industry, this means that the research area of competency, which is a psychology topic, deviate from the researcher's primary field of competence. With no formal education in psychology, apparent limitations are connected to those parts of the thesis.

## 4. Introduction

Trying to grasp, what it is that make great leaders great or why some emerge as leaders in situations of need, with backgrounds that do not resonate with our belief of what ought to create leaders – these are just some of the questions that have occupied scholars [a specialist in a particular branch of study] for a considerable length of time. With the industrial revolution, and the introduction of theories such as scientific management by Frederic Taylor, the labour market started focusing on optimising performance. This theme is currently more relevant than ever - demands regarding personnel performance is soaring ever higher in the contemporary construction industry. Sub-optimisation on a task level is the focus of the modern labour market. This thesis pursuit a secondary direction, a direction of personality-traits, that to some extent can account for why some leaders have greater success, and perform at a higher level than others.

In connection to mapping personality, trait-theory has been around for some time. A considerable amount of meta-analyses have been performed using the trait-theory perspective. Some of these analyses have been on performance correlations with specific personality traits, job demand-trait-analyses, leader emergence-traits etc. Each of the meta-analyses have contributed to the overall research area with individual list of traits that differentiate the trait-holder from others in their respective meta-analysis. These trait-lists have received a fair amount of criticism pointed at their validity. In a practical implication a poor validity of the trait-lists mean that the lists do not correlate with what they claim to predict, rendering the trait-lists non-generalisable. The trait-theorists were said to have underestimated the effect of the situation from which they have derived their lists.

The introduction of the Big Five or Five Factor-Model has to some extent remedied the weak validity of the original trait-theories. The Big Five is a mapping tool of personality. The Big Five is a reference to the structure of personality, that can be grouped in five big factors with individual facets, the five factors make up a person's personality. Emphasis was put on the situation, with concepts such as trait-activation and situation-strength, the two focused on the situation as a moderator or facilitator of personality expression. By pairing the Five Factor-Model with the study of the situation, the results produced the highest validities seen yet.

To establish the SME leader's required personality, a thorough analysis of the construction-SME's environment is made. By analysing the SME environment, the environments moderating and facilitating effect on the SME leader's personality can be understood. With this understanding a construction SME leader personality can be constructed, that meets the requirements of the environment. The constructed SME leader personality profile is seen to facilitate rather than moderate construction-SME performance. This approach means that it is not the personality that is forced upon the situation, but the characteristics of the situation that defines the personality profile - this fit with the concept of trait-activation, thus, raises the validity of the following result. The constructed personality profile can then



be considered the situations requirements from the SME leader and can, thus, be used in a recruitment- and development perspective.

## 5. Research Design

### 5.1 Research strategy and design

Research strategy and design is a topic that is covered by many scholars, each, with an individual perspective on the sub-topics connected to the main topic. To create a coherent picture, one source was chosen. The choice fell upon Bryman and Bell, and their book *Business research strategies* (2011). Passages of the book was part of the curriculum for the researcher's master's degree – the book since has been the perspective of choice on research strategies. If others are not referenced, the basis for stating the following is based on Bryman and Bell' *Business research strategies* (2011). This chapter will follow their book's structure, as the book's structure is argued as the correct order of addressing a business research by Bryman and Bell. Choices on the sub-topics of research strategy and design are highly affected by each other, that again is affected by the researcher's beliefs, known or unknown to the researcher. The research strategy and design are as much a reflective situation for the researcher on his or her pre-existing beliefs as a description of the choices taken during research.

#### 5.1.1 Theoretical direction

The theoretical direction has two directions to choose between, the two are opposing, they are called deductive and inductive. The deductive can give association to traditional experiments from laboratories. The deductive approach is concerned with testing a pre-existing theory, that is hypothesised upon– for example; the hypothesis states that water ought to boil at 100 °C, an experiment is then conducted to prove or disprove the theory that water boils at 100 °C. The inductive approach is turned around compared to the deductive. Here, collected data is the outset, the collected data is then analysed and a theory is formed from that. To translate the data into a theory is typically done through an iterative process, where pre-existing theories and the data is compared to form the specific theory.

This research follows the inductive direction. Firstly, the nature of the research area combined with the researcher's proficiency affect the choice of theoretical direction. For a less-experienced researcher to test a theory, the researcher has to have knowledge of the pre-existing theory to start with, and the knowledge to understand how that theory can be tested, which in this case, at least, has been beyond the researcher's ability. Secondly, the fact that the research is part of a master's degree program with a no pre-existing problem that can be tested – the researcher has to find a research area that can be studied. This is done through an iterative process where gained knowledge, through literature reviews, is compared with data collected to form a theory. The two reasons combined leave little choice regarding the inductive direction chosen.

#### 5.1.2 Epistemological consideration

What is acceptable knowledge? -that is the question that the epistemology should address. There are, like with the theoretical direction, two countering concepts: positivism and interpretivism. The two are best understood in comparing them, and finding out what they

are not. Positivism is concerned with explaining, where interpretivism is concerned with understanding. Where positivism take an outset in natural science, interpretivism take an outset in sociology.

This thesis is built on an epistemological standpoint that is concerned with understanding the social phenomena rather than explaining them, therefore is the epistemology interpretative. The epistemological standpoint is affected by the theoretical direction and vice versa. Due to the researcher's initial proficiency connected to the research area, it was necessary to form an understanding of the research area. This was done through literature reviews, and semi-structured interviews, where the interviewees were encouraged to take their answers in any direction, they felt was right. This introduces a high degree of subjectivism, that for example, can be seen in the comparison of the interview with the two consultants. The two consultants ought to have, roughly, the same understanding of the research area, but as their outset is in themselves their answers differed greatly, this paradox is known as phenomenology - underlining the subjective nature of the study. It is then the researcher's task to create a fuller understanding of the overall research area based on the interpretation of the interviews and literature reviews to form an understanding, that allow for a theory to be formed. The researcher's interpretation is also subjective, again underlining the epistemological consideration of interpretivism.

Reflectively, the epistemological consideration of positivism has facets that appeal to this study for example the principal that "Knowledge is arrived at through the gathering of facts that provide the basis for laws." which is connected to the inductive direction – therefore, it isn't always easy to choose one consideration over the other.

### 5.1.3 Ontological consideration

The ontological consideration is concerned with whether social entities are external to the social actor and their interaction. Said more plainly, it is concerned with whether social actors can affect social constructs, such as an organisation, or the social construct is an entity that exists regardless. There are two contrasting positions of ontology; objectivism and constructivism. Objectivism imply that social constructs are external to the social actor, constructivism argue that the social constructs are affected and created by the social actor. In a research on business, an approach that represent objectivism, can be considered socially less complex, as the social constructs are pre-existing and social actors are filled into a framework for example an organisational chart. Inside the social construct the social actor can fill his or her pre-existing roll, configurated e.g. as; tasks, cultures, processes etc., but cannot venture beyond that roll. Constructivism holds a more dynamic view where the social actors are the building stones of the social construct. The social construct is therefore not pre-existing – illustratively one can regard the organisation as dissolved at 4 pm and then re-existing at 8 am, implying that the organisation is a product of its social actors. The dynamic nature of constructivism also results in the social construct being ever-changing, as new social "bargains" are being struck every day.

Constructivism is this thesis' view on ontology. The examples in the section above are drawn up sharply, and the consideration of this thesis, positions itself somewhere in between the

two with a tendency towards constructivism. The argumentation for favouring constructivism rather than objectivism is the firm belief that social actors affect the social construct, here as the organisation. In the contemporary construction industry, knowledge, innovation and personality are important in the creation of a sustained competitive advantage – all of which take their outset in the social actor's competencies. The social actors' importance is underlined by scholars such as Barney and his *resources based-view* (1991), wherein the social actor's importance in differentiating the business, is put in focus. This thesis' research area of personality as a moderator or facilitator of the social construct represents a view that take its outset in the social actor – as such is objectivism not applicable. Objectivism represents a stance that remove the social actor, in a too high degree as a facilitator in the social construct – which contradicts the thesis's view.

#### 5.1.4 Paradigms

The paradigms are an extension on the epistemology and the ontology that "(...) dictates which for scientists in a particular discipline influence what should be studied, how research should be done, [and] how results should be interpreted." The paradigms can be illustrated as a pair of glasses, that allow the reader to understand the reflections and assumptions the researcher has made throughout the research project. The two first are objectivist and subjectivist. The two contrasting paradigms are concerned with how the organisation as an entity can be viewed and, based on that, how data is collected. The objectivist paradigm holds that the organisation can be studied from an external position and that data can be collected objectively. The subjectivist paradigm posits that organisations are socially constructed and the understanding, and study of them, are based on the social actors' interpretation of the organisation.

This research is based on the subjectivist paradigm. Underlined by both the research's specific research area concerned with the personality of the CEO in facilitating organisational performance and the research's epistemological- and ontological considerations.

The next two paradigms are regulatory and radical. These two are concerned with the aim of the research. If the aim of the research is radical, the researcher's aims to conceptualize the research area with a potential "how to fix" as the ultimate aim. The regulatory paradigm is subtler in its aim, that is to understand and describe the organisation, ultimately coming up with suggestions for improvements in a smaller scale.

The aim of this thesis is regulatory. Affecting that choice are the limitation connected to the thesis these include, time, the researcher's competence and the amount of data collected due to time. All of which affecting the research strategy, hence, the result of research. Reflectively, the researcher's hopes for the thesis were to develop something different, with a both striking and illuminating conclusion, but due to the limitations stated above, the aim of this thesis was to explore and understand the research area, and present a conclusion that reflected the accumulated knowledge the researcher has gained on the research area and its implication in a specific context.

### 5.1.5 Research strategy

The research strategy can be understood as the sum of the research design's facets; the theoretical direction, the epistemology, the ontology and lastly the paradigms. The research strategy is simple in its concept, but often complex in its application. The simplicity is represented by the view that choices made in each of the research designs' facets will lead you to the research strategy most applicable. The complexity is represented by studies that do not conform to the simplistic view. The research strategy is connected to the strategy of how the researcher wish to collect data and prove or disprove the study's hypothesis. There are two concepts represented at either end of the scale, there is the quantitative strategy and then there is qualitative. Put plainly, the "(...) quantitative researchers employ measurements and qualitative researchers do not."

To have a quantitative strategy would imply that the research is typically: deductive, as numbers are non-negotiable in theory testing; positivism oriented, as the natural science model is great for generating explanations; objectivism oriented, as organisations are typically viewed from outside. The qualitative strategy typically hold a: inductive focus, as generation of a theory is the typical aim; interpretative focus, as knowledge is understood and processed on an individual level, and to understand individual's understanding of the world, their understanding must be interpreted; constructivism, as there is a tendency to adopt the view that social actors form the social constructs.

This thesis research strategy is qualitative, as emphasis is put on understanding psychological-, social-, managerial- and strategical topics that take their outset in human beings and their interaction. For this thesis, the research design choices and the research strategy are aligned, as suggested by Bryman and Bell would be the tendency.

### 5.1.6 Research design

Bryman and Bell, start off their chapter on research design by distinguishing design and method, as they posit that it is often mixed together. To follow in the footsteps of the authors would entail that this chapter distinguishes between the two as well. The research design both support and elaborate on the choices taken by the researcher leading up to this subchapter. The choices of research design, for this thesis, was highly affected by the limitations connected to time, as this thesis is part of an educational program and only span over four and a half months. Time affect allot of aspects connected to the research, for example, the number of interviews that can be arranged in the period, connected to that is also the amount of data that can be processed and analysed in the semester's time span. Based on the inherent limitations of this thesis and the choices leading up to this subchapter, some research designs can be excluded as they are connected to research strategies that were not chosen for this research. For example, is the cross-sectional design associated with a research strategy that entail a quantitative data collection that aims to establish variance. The cross-sectional design's validity is connected to the amount of replies achieved, as a low amount is perhaps not sufficient enough to establish the variance between replies. Based on these design characteristics the cross-sectional design was considered too labour intensive for this thesis.

The research design chosen for this thesis is the comparative design. The comparative design entail that different cases are compared to generate a holistic representation of the research area. The comparative design depends on comparing data derived using a similar method across the gathered data points. The data must be gathered at a similar time, to assure that the basis of the gathered data is indeed the same. Within this description of the comparative design, aspects of the cross-sectional design and the case study exist. Like the cross-sectional design, the comparative design entail comparing data points, wherein the cross-sectional design it aims to establish variance based on quantity, within the comparative design it entails creating a holistic picture of the research area based on quality. As this research study a sector highly affected by socio-economic mechanisms, the aspect of time is important, as for example the economic fluctuations affect the sector's level of activity, therefore, alter the basis for the data-points - see the PESTEL analysis, chapter 6.1 , for more on the economic fluctuation of the sector. The case-study is another research design that is part of the comparative design, as the data points of the comparative design are, technically, case studies in themselves. Therefore, the comparative design can be considered a multiple-case study, when a qualitative research strategy is selected. Whether the comparative design adopt a multiple-case study approach or a cross-sectional is down to the aim the author has with the collected data. If, the aim is generalisability of the cases based on the comparative effort, the design approach is cross-sectional, if, on the other hand, the aim is the study of the cases uniqueness and comparing that, it is a comparative study rooted in a multiple-case approach. This study aims to create a holistic picture of the research area based on the generalisability of the data collected, therefore, this research has a comparative research design rooted in the cross-sectional design-approach.

Reflectively, this research's choice of data point or cases, affected the choice of design-approach. This thesis's data point was chosen as persons with an expert-knowledge on the research area, holding key positions in sector-related support functions. Their expert knowledge allows for a comprehensive and generalisable picture to be created on the research area. The researcher could have chosen to collect data from a selection of CEOs in the SME context and study their situation's uniqueness - such a choice would result in the research design being a comparative design with a multiple-case approach.

The choice relating to the specialists interviewed for data, was based on an attempt to improve the validity of the findings, based on the smallest amount of data points. As socio-economic aspects highly affect the research area's industry, the validity of data is time dependent. The systematic literature reviews conducted to form the theoretical basis for the research was tried made more relevant by applying an exclusion criteria relating to the age of the literature. Between 1998, and now [2018] 20 years have passed, meaning that the literature was written at a time where the industry was different, resulting in the demands of the SME-CEOs were potentially different to those of 1998. Therefore, to form an applicable picture of the contemporary demands on SME-CEOs, the data points were chosen based on their ability to portray these demands within this thesis' inherent limitations. Time being a limitation the data points had to portray the most exhaustive picture of the industry based on the least amount of data points. The interview of SME-CEOs was not chosen, as the

researcher assessed that the amount of data needed to create a comprehensive picture of their situation would be higher than that of the industry-experts. A CEO of a SME would have a personal interpretation of the characteristics surrounding his situational context, thus, to create a representative picture of their combined industry, more interviews had to be made. The experts, on the other hand, hold a general perspective on the industry based on their work. Some details would, potentially, be lost by deselecting the CEOs as data points, but this was considered less important than the creation of a holistic industry picture.

#### 5.1.7 Research criteria

The criteria for evaluating research typically create associations to terms such as reliability, replicability and validity. These criteria can be termed classical for evaluation of research. Scholars, though, have argued the criteria's applicability when the research is qualitative rather than quantitative. Bryman and Bell do not take a position on the matter, but debate the viewpoints. The researcher's position on the matter, is one that find more meaning in adopting alternative criteria, such as Lincoln and Guba's, then to adapting the classical criteria to fit the qualitative research strategy.

Therefore, Lincoln and Guba's criteria will be used for this thesis (1985). Their criteria are based on equivalents to the classical criteria, but by not adapting the classical criteria, and rather produce their own, Lincoln and Guba can potentially break the cord that tie people's associations to the classical criteria. Lincoln and Guba's criteria are based on two main criteria: trustworthiness and authenticity. Trustworthiness is evaluated based on sub-criteria; credibility, relating to the transparency- and the conduct of "good" research practices; transferability, concerned with the degree the qualitative data are described to enable others to assess the data's transferability to other environments/contexts; dependability, is concerned with evaluating the overall research conducted as part of an auditing process undertaken during the research; and lastly, confirmability, that relates to the researcher's bias during interpretation of the data, confirmability aims to assess whether the researcher acted in "good faith". Authenticity relate to a subset of criteria, where this research will address the criteria: fairness, that is concerned with whether the researcher represents different viewpoints in his or her research.

Credibility, for this thesis, is concerned with the transparency of the study – meaning that practices used during data collection are explained, the interview form is accessible and the audio recording of the interview is attached. Combined, these approaches are an attempt, from the researcher, to create a credible and honest research. Credibility also refer to the gathered data's credibility as representative of the interviewees' actual viewpoints. To address this, respondent validation is a tool to use. This research has not used respondent validation. To have the interviewees validate that their statements during interview was actually representative of their meaning is a lengthy process, that, due to this thesis inherent time limitation, were beyond what was considered possible. At the interview with consultant, Lars Fjalland, a technical fault meant that the audio recording of the interview were not saved. After the interview, the researcher then transcribed the interview by memory, and the memorised transcription was sent to the interviewee for respondent



validation. An audio recording of the telephone-conversation on the corrections of the transcription is attached to the thesis. This respondent validation was considered necessary if the interviewee's contributions were to be used in the research project. The respondent validation allowed for the interviewee to elaborate and make corrections to the transcription, till the point he felt that the transcription was representative of the actual interview and reflected his viewpoints. Another method for securing the credibility of the research is a technic called triangulation, which entails that different strategies are applied to prove or disprove the same hypothesis. This could mean that, for this research, the researcher had sent out questionnaires to the interviewees. The questionnaires would then support the researcher in assessing whether the interpretation of the interview was representative of the respondent's actual viewpoint, by comparing the two data points measured by different methods. This was not done in this interview as time limitations prohibited it.

Transferability, is related to the amount of descriptive work done on the cases studied. The "thicker" the descriptions are the better. The descriptions for this research are connected to the interviewees: why they were picked, their political affiliation, their position in connection to the research area and how this strengthens or weakens their contribution based on for example bias. With this description, Lincoln and Guba posits that the transferability of their contribution is improved as the description enable other researcher to see links to other environments where the interviewee's contributions could be applicable. The consideration behind choosing the interviewees chosen are discussed in the chapter 10.1 .

Dependability was not possible for this research as it is a thesis that is part of an education, and the research is therefore assessed differently, one could consider it a type of audition, but not in Lincoln and Guba's terms. All material, including audio-files, email-correspondents etc. can be found attached to the report or in the appendix, ensuring that the auditing principals behind the dependability-criteria is supported.

Confirmability, relates to whether the researcher acted in good faith, and to judge this on one's own behalf opens up a lot of questions regarding bias. As such, this will be avoided. What can be said is that, like in the paragraph above on dependability, the researcher has tried to portray the research process with honesty, and with a transparency that ought to enable an auditor to see and assess the researches potential bias in interpreting interview data.

Fairness as part of authenticity, is the last criteria considered for this research. This relates to whether the data points position can be considered valid in assessing the true situation. For example, to assess how life as a prison inmate is, it could be seen as problematic only to interview the guards. For this research concerning the external environment and industry affecting the demands on CEOs in SMEs, key personnel were chosen that indirectly, either, helped SME-CEOs navigate their industry or affected their industry through lobbying or through NGO-work relating to education, legal or auditing functions. Their contributions to the research created a holistic representation of the industry environment, with knowledge



on the effects the industry- and macro environment had on the market environment where in the SMEs operated. Reflectively, like the example with the prisoners' well-being above, it could have been interesting to interview the "prisoners" of this research: the SME-CEOs. As this was not done, speculation on their contributions is therefore exactly that: speculation. What can be said, is, the SME-CEOs have, at first-hand, felt the demands exerted on them, this is something that cannot be said for the industry experts. Why the SME-CEOs were not interviewed was the result of considerations, which can be seen as a trade-off: where the interviews contribution was on the one side and the required input relating to the researchers work (time) on the other side. To gather information on the SMEs' industry environment based on the SME-CEOs' interpretation, one would have to look at what moderate the CEO's interpretation. These moderators can be specific to each case, meaning that, if, the CEOs were to be interviewed, the entire context of each CEO must be analysed, to isolate which of his experiences comes from the industry environment, and which does not. This task was considered too big for a one-man thesis.

## 5.2 Research method

### 5.2.1 Literature review

The literature on separate research areas of this thesis is covered extensively by scholars. This thesis position itself in the midst of these separate research areas, tying them together. To find appropriate literature and at an adequate quality, a review strategy had to be formed. As an unexperienced researcher, the created review strategy was formed on the basis of other more experienced researchers' strategies. The works of Pittaway, et al. (2004) is primarily used, and that of Cankaya, et al. (2010) for another view on the use of Pittaway, et al.'s review strategy. The systematic literature review is devised as a series of steps to funnel and filter the incoming literature based on Pittaway, et al.'s approach (2004). Three systematic literature reviews were conducted, one for the research area of competency, and two for the SME construction industry.

- I. A brainstorm was made on the research areas. This brainstorm produced an initial list of keywords. Of those keywords, a list of their synonyms was comprised, see Table 1, using primarily thesaurus search engines, and past experience. A "raw" literature review was conducted for the competency research area, to gain a fuller understanding, as the researcher had little specific knowledge on competencies. Based on the raw literature review, some keywords were found imprecise or directly incorrect. For example, competence - when referring to personality traits in a performance perspective, is an incorrect terminology stemming from a discrepancy in the Danish language when translating into English, see definition on competency, chapter 8.1. As the raw literature review progressed, new knowledge concerning the vicinity of the research area made it possible to draw even closer to the core research area - improving the terminologies and the knowledge of which constellations these terminologies were put together in. The term "raw" used in relation to the literature review, is to imply that the review was not limited to

specific databases and journals, as the aim was to gain knowledge and not theory for use in the thesis. The raw literature review was only conducted for the research area of competency, as the researcher already held knowledge concerning the construction industry contrary to the competency research area.

<b>Competence</b>	<b>CEO</b>	<b>SME</b>	<b>Growth Oriented</b>	<b>(Competence) gap</b>
- Abilities	- Chief	- Small	- Development	Discrepancy
- Capabilities	Executive	company	- Progress	Difference
- Competencies	Officer	- Medium sized	- Expansion	Disparity
- Qualifications	- Administrator	company	- Improvement	Inconsistency
- Skills	- Director	- Owner	- Productivity	Void
- Skillset	- Executive manager	managed	increase	
	- Manager		- Revenue	
	- Leader		growth	
	- Officer			

*Table 1 – Initial keywords with synonyms for initial literature review on competency*

- II. An initial search was conducted using ABI/INFORM collection for the widest coverage of journals relating to the research areas. Here, simple search strings were put in, [e.g. personality trait? OR competency? AND small to medium enterprise?] from the articles found, several additional keywords were added, for example, Performance evaluations, CEO innovation orientation, Entrepreneurs, Success factors, etc., the finished list of keywords for the competency-research area can be seen in Table 2. Note that the columns with competence gap and growth orientation is taken out in the transition from Table 1 to Table 2. The two were part of the initial research done prior to the revised problem formulation that excluded the two, see the reader's guide chapter 2 for elaboration on the processes of developing the thesis. For the construction industry-literature review the ABI/INFORM collection added some keywords to the brainstormed list, made in step 1, resulting in the list portrayed in Table 3.

<b>Competency</b>	<b>CEO</b>	<b>SME</b>
- Abilities	- Chief Executive Officer	- Small company
- Capabilities	- Administrator	- Micro company
- Personality	- Director	- Medium sized company
- Personality traits	- Executive manager	- Owner managed
- Core Competencies	- Manager	
- Qualifications	- Leader	
- Skills	- Officer	
- Trait theory	- Entrepreneur	
	- Owner	

*Table 2 - Final keywords from initial literature review on competency*

Construction Industry	SME	Denmark
<ul style="list-style-type: none"> <li>- Building Industry</li> <li>- Housing</li> <li>- House building</li> <li>- Trade</li> <li>- Craft</li> <li>- Construction               <ul style="list-style-type: none"> <li>o Sites</li> <li>o Output</li> <li>o Investment</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Small company</li> <li>- Micro company</li> <li>- Medium sized company</li> <li>- Owner managed</li> </ul>	<ul style="list-style-type: none"> <li>- Danish</li> </ul>

*Table 3 - Final keywords from initial literature review on construction industry*

- III. A filtered number of databases were chosen. The filtering process was made on the basis of Aalborg University Library's database filter, based on research area/topic. The filter left a number of databases relevant to the research area. From the list of relevant databases: ABI/INFORM collection, ASCE Library (American Society of Civil Engineers), Business source premier (Ebsco), Emerald insight (Emerald), PsycInfo (American Psychological Association), Web of Science Core Collection (Thomson Reuters), was chosen, for the research area of competency, due to their profiles covering a wide spectrum of specific fields of study within the competency research area. For the construction industry literature review, those databases were: ABI/INFORM collection, ASCE Library (American Society of Civil Engineers), Business source premier (Ebsco), Compendex (Engineering Village), Emerald insight (Emerald), Web of Science Core Collection (Thomson Reuters). The basic search strings were applied in those aforementioned databases, the three databases that presented the highest number of peer-reviewed results for the competency review were: ABI/INFORM collection, PsycInfo (American Psychological Association), Web of Science Core Collection (Thomson Reuters), these were chosen as the primary databases for the literature review. For the construction industry review the three were: ABI/INFORM collection, Compendex (Engineering Village) and Emerald insight (Emerald). This selection of databases can result in some articles not being found, but due to time limitation this will be accepted.
- IV. Based on the raw literature review, the knowledge gained, and the new keywords, search strings were put together using combinations from Table 2 and Table 3. Progressively the search strings became more complex by adding aspects of the research area to a basic string, e.g. [personality trait\* AND owner\* AND SME] adding [AND performance evaluat\*], narrowing down the amount of literature of interest. The construction industry search progressed differently, here the keyword SME combined with Denmark as a location and the context as the construction industry was simply too detailed due to the scarcity of literature. The Denmark-specific result

were in connection to the construction industry or SMEs, never both. This was not understood initially as the basic search strings were only excluding to the point that the keywords were present in the articles, the context in which these keywords appeared, though, was random. A decision was made to split the Danish construction SME review in two; one that looked at the Danish construction industry, and one that reviewed the global SME in the construction industry. This decision meant that by parting the construction review in two, the two separate directions would not interfere with each other, cancelling out each other in searches. Reversely, this meant that the number of articles would be higher, and the literature review would, therefore, be more labour intensive.

- V. The found literature was then sorted on the basis of a two criteria system; an inclusion criteria and an exclusion criteria, see Table 4 and Table 6 for competency review, and Table 5 and Table 7 for construction industry review. Note here, that Table 5 with the inclusion criteria are numbered with decimals for point 4 – this signifies that the specific search from here on was split in two – one that was concerned with the Danish construction industry, and one that was concerned with SMEs in the construction industry in general. The splitting of the search was done because the inclusion criteria from both searches combined were limiting to the point that it corrupted the combined search. The exclusion criteria (Table 6 and Table 7) were applied to the title of the articles, resulting in 406 found articles for competency and 9275 for the construction industry, an added search criteria was that “construction industry” or “building industry” had to be present in the abstract ensuring that the literature conformed to the thesis research area. The inclusion criteria (Table 4 and Table 5) were applied to the abstract of the articles, resulting in 34 remaining articles for the competency review, 43 for the construction industry with Denmark as set location and 59 for the construction industry with SME as research area.

No.	Criteria	Reasoning
1	Peer-reviewed journal articles	Ensuring the highest degree of validity.
2	Quantitative and qualitative studies	Forming the strongest basis for theory-building and argumentations.
3	Preferably articles with the building industry as research aspect	Providing increased validity of results in relation to this thesis’ research area.
4	Personality traits, that is generalizable, hence, connected to the FFM (Five Factor-Model) of personality	The FFM was chosen as the theoretical foundation for this thesis, hence, are other personality traits not considered, due to great a span in traits and interpretation of those traits.

*Table 4 – Inclusion criteria for literature review for competency*

No.	Criteria	Reasoning
1	Peer-reviewed journal articles or conference articles	Ensuring the highest degree of validity.
2	Quantitative and qualitative studies	Forming the strongest basis for theory-building and argumentations.
3	Material with the construction/building industry as research aspect	Providing increased validity of results in relation to this thesis' research area.
4.1	Denmark as location	Providing increased validity of results in relation to this thesis' research area.
4.2	SME as research area	Providing increased validity of results in relation to this thesis' research area.

*Table 5 - Inclusion criteria for literature review for construction industry*

No.	Criteria	Reasoning
1	Published before 1998 (more than 20 years old)	To ensure that the newest research is used. For introductory purposes, historical articles, predating 1998 will be used, though, these will not form the basis for theory.
2	None competency articles	As the competency of CEOs is the thesis' research area, competency as an excluding criterion ensure a narrower and more precise search.
3	None SME or CEO articles	Either SME or CEO has to be paired with competency, as a minimum.
4	Articles on competences	The research aspect of this thesis is the precursor of competences, hence, is competences irrelevant as a stand-alone research aspect.

*Table 6 – Exclusion criteria for literature review for competency*

No.	Criteria	Reasoning
1	Published before 1998 (more than 20 years old)	To ensure that the newest research is used. For introductory purposes, historical articles, predating 1998 will be used, though, these will not form the basis for theory.
2	None construction or building	Material on anything else than the construction industry is irrelevant to this thesis.
3	Either “construction industry” or “building industry” is present in abstract	To ensure that the literature is connected to the research area
4	Material with research areas’ focusing on technical topics	As this thesis look at the construction industry as an industry in a management perspective, technical material on e.g. CO <sup>2</sup> emissions from concrete casting is not considered applicable.

*Table 7 – Exclusion criteria for literature review for construction industry*

- VI. After the applied criteria, the remaining texts were sorted resulting in three groups; the first group was literature considered relevant, the second group was considered relevant to aspects of the research area, typically because they were meta-analyses of the research area e.g. on IT implementation in SMEs. The third, and last group, was seen as not applicable, because their research area deviate to greatly from the thesis research area.

Pittaway, et al. (2004), makes additionally steps, distilling their results further down. This is done based on, for example, a set quality criteria. The thesis-researcher’s proficiency in estimating the quality of work by peer-reviewed article authors was seen as too low to be considered a valid method for filtering. Thus, will the remaining texts from the literature review, be selected on subjective selection criteria, based on, for example, fit with understanding and angling of research area’s discussion. Besides the texts found during the systematic literature review, chain-searches (Rienecker & Jørgensen, 2010) or ancestry searches (Anderson, 1990) were conducted, pursuing referenced articles from the systematically found articles. The referenced articles used, gives a holistic understanding by portraying focused aspects of the research area, such as, Zaccaro’s articles on personality traits e.g. (2007) and Tett and Burnett’s interactionist model (2003).

### 5.2.2 Semi-structured interview guide

This thesis interview guide is created as a tool for guiding the interviews conducted for the benefit of the thesis discussion. The data-collection is a crucial step in most research, and the research’s validity can hang in the balance based on the quality of gathered data. Thus, not to decrease the validity of this thesis potential finding, a short literature review was conducted, as to establish the appropriate and best suited way of conducted the interviews. The works of Bryman & Bell (2011) were supplemented by a review paper by Kallio, et al.

(2016). Kallio, et al. established, through a systematic literature review across fields of study, that the development of an interview guide for a qualitative semi-structured interview was divided into five steps; (1) identifying the prerequisites for using semi-structured interviews; (2) retrieving and using previous knowledge; (3) formulating the preliminary semi-structured interview guide; (4) pilot testing the interview guide; and (5) presenting the complete semi-structured interview guide. Kallio, et al. (2016) underline the qualities of the semi-structured interview form and its underlying connection to the inductive qualitative study; "The aim of the guide was to generate answers from participants that were spontaneous, in-depth, unique and vivid. This meant that the answers reflected the interviewees' personal feelings, stories and the interview guide could produce data allowing new concepts to emerge."

- I. The fields of study involved in this thesis, is that of business and psychology. Arguing that a quantitative data collection could not be used for these fields of study would only spark interests in pointing out how and why this could be a possibility. Therefore, an argumentation on why the data collection should be qualitative is more productive. First of all, the study of personality is the study of behaviour connected to situational cues, see chapter 9.3.1, and the norm for testing personality is assessments by people, hence, subjective (Zaccaro, et al., 2018). Based on the selected research design, the qualitative data collections exploratory nature suits the thesis' epistemological and ontological position. Secondly, the selection of the semi-structured interview form, was chosen over the unstructured, based on the researcher's experience in interviewing. As the researcher is not very experienced in conducted interviews, the semi-structured interview holds a pre-interview arranged structure ensuring a red-thread. Furthermore, the semi-structured interview support congruence between interviewee's answers (Bryman & Bell, 2011), which is crucial when the research design is comparative.
- II. A systematic literature review provided the basis for producing an interview guide, that could provide the most exhaustive coverage of the research area. The systematic literature review can be seen in chapter 5.2.1. Adding to the systematic literature review, knowledge gained through the courses attended as part of the researcher's current education, was used. Lastly, past experiences in the researcher's life, by no small measure, helped form the questions, even though they are not tangible in a scientific sense (Bryman & Bell, 2011). Kallio, et al. (2016), find that topic-related experts can be consulted in the establishment of the background knowledge required, this was not done for this study, as time limitation prohibited it.
- III. A method specified by Bryman & Bell (2011) as usable for providing an initial list of questions is the method of speed-writing: getting as many questions on paper as fast as possible and then revise these. Out of the speed-written questions a structure can be formed and the questions can be separated into main questions and follow-up questions.

*"Well-formulated questions in the guide were participant-oriented and not leading, and also clearly worded, single-faceted and open-ended. " (Kallio, et al., 2016).*

To ensure the above quoted, a filtering and revision process was conducted on the initial list of questions. Some questions were formulated as yes/no questions but where then followed up with probing (Kallio, et al., 2016) or elaborating questions. The yes/no question was chosen as a filtering method, to find out whether the question held relevance for the individual interviewee, thus, allowing for a faster coverage of the interview guide. Inspiration for the questions thematic was drawn from established models such as Porter's Five Forces and PESTEL (Johnson, et al., 2017). These models ensure that a comprehensive and relevant picture can be put together from the interviewee's answers.

- IV. Pilot testing of the interview guide was conducted as an expert assessment (Kallio, et al., 2016). Due to the nature of working alone, no internal testing (Kallio, et al., 2016) of the interview guide could be conducted. The guide was corrected in several steps leading up to an expert assessment, but these corrections cannot be characterised as an internal testing due to the singularity of perspective. The lack of perspectives on the interview guide can be seen as a cause for potential bias. The expert assessment was conducted by the researcher's supervisor. Over the course of three revisions, with mail correspondence and a meeting, the interview guide was cleared of a number of leading questions and the SWOT framework was introduced to strengthen the descriptive validity of the interviewee's answers. Field testing (Kallio, et al., 2016) was not conducted, due to time limitations and interviewee discretion.
- V. Based on the above listed four steps the final semi-structured interview guide was ready. The complete semi-structured interview guide is presented in the appendix, chapter 17.1



## 6. Initial analysis

### 6.1 PESTEL

The PESTEL-analysis, is normally introduced as a means of understanding a macro-environment surrounding a specific company. This PESTEL-analysis will be used slightly different, since no specific company is portrayed, but rather a group of companies in the building industry, namely the SMEs.

The PESTEL was chosen due to its ability to holistically portray the situation these SMEs find themselves in. By the adoption of the PESTEL-framework, a thorough description of the macro environment is ensured. Over the course of six focus areas: Politics, Economics, Social, Technology, Ecological and Legal, the PESTEL paints a picture of the world surrounding the SMEs. As no specific company is chosen, the analysis will be dominated by the nonmarket environment. The nonmarket environment is more generic whereas the market environment is market-specific. This PESTEL look to describe the industry rather than a market, thus, is the market environment aspects beyond the scope of this analysis. (Johnson, et al., 2017)

#### P (politics)

With the average building-industry-SME not having an international focus, the PESTEL will mostly be concerned with the so called internal-external dimension rather than the macro-micro dimension.

On the grey zone between the internal-external and the macro-micro dimension lies the EU. The EU is an international body, hence can be considered part of the macro-micro dimension. The EU affect Danish legislation highly, thus, the world of the Danish SMEs in the building industry. The EU have, through the European Central Bank (ECB), locked the interest rate in its current level until summer 2019 (Ritzau, 2018). Their decision means that the Danish consumers can still take loans at a low interest rate. To the Danish SMEs in the building industry this means that discretionary spend industries such as the building industry – in the short - are unaffected by the economic implication of a change in the interest rate.

Allot of political decisions are made every day, that directly or indirectly affect the SMEs in the building industry. This section of the PESTEL analysis will portray some of the political decisions that more directly than indirectly affect the SMEs in their daily conduct of business. To describe the political decisions that affect the industry indirectly would be a daunting task, and beyond the limits of this thesis.

The so called “håndværkerfradrag”, will be renewed in 2019. The program was initiated by the government, and means that private citizens can deduct some of the expenses they have purchasing services or skilled labour. The program was originally meant to shut down by December 2018, but have become a permanent program (Skat, 2018). The program means that private consumer will continuously be encouraged to start work. The SMEs’ market includes these private consumers – the permanent program is therefore good news for the SMEs.

The SMEs enjoy political backing in Denmark. With initiatives done, politically, to make it more attractive to start a company, and also running- and growing SMEs. Below are described some of the initiatives started to aid the SMEs as a corporate segment.

So-called “growth houses” (væksthuse), have been created after the municipality reforms in 2007. Five growth houses were set up in Denmark, one for each region. The growth houses provide start-ups and newly established companies with help in the establishment-phase, or can help companies with sales and marketing; internationalisation; capital and financing; technology and innovation; strategy and management (Væksthus, 2018). In addition to this, the state’s fund of financing (Vækstfonden) exists. Vækstfonden is specifically founded to aid SMEs in their pursuit for growth. Vækstfonden make investments in start-ups, and either fund growth initiatives directly, or grant surety for SMEs (Vækstfonden, 2018). The innovation fund (Danmarks Innovationsfond), is another state fund that is specialized in funding Danish SMEs that wish to grow and innovate (Innovationsfonden, 2018). Denmark is also part of joint programmes such as Eurostars. A member state, EUREKA, and European Commission co-funded project, that support international innovative products, processes and services with funds, and international connections. The Eurostars are directly aimed at SMEs (Eurostars, 2018). A new type of company was introduced, that lowered the demands for share capital during start-ups, this meant that you could start a company with as little as kr. 1 in share capital. The IVS-company type was made to ease the economic burden of start-ups, thus, encourage these (Erhvervsstyrelsen, 2018). The government set up a program in 2017 to aid SMEs’ digitalisation. The program, “SMV:Digital”, subsidy SMEs that wish to improve their degree of digitalisation (Regeringen, 2017). “Omstillingsfonden” is another fund specifically targeted at strengthening employee’s competences. Employee’s that wish to improve their competences are then subsidies by the state to attend academy- or diploma programmes. The offer does not include managing owners (Uddannelses- og Forskningsministeriet, 2018). This is a great opportunity for SME’s to improve the employees’ skills, thus, the company’s expertise.

From the angle of politics in this analysis, the SMEs seem to enjoy a period of positive political initiatives and -decisions taken on their behalf. Both setting up and running an established Danish SME in the building industry appear to be in the interest of the society, with the amount of initiatives made to lessen the burden of management, funding, and establishing SMEs.

#### E (economics)

The building industry is a discretionary spend industry, meaning that it is an industry very influenced by fluctuations in the state of the market, making the building industry a potentially economically unstable environment for SMEs (Johnson, et al., 2017).

The economy can be illustrated in cycles. Different industries have different products that then relate to different cycles. The building industry is typically represented by the Kuznets infrastructure cycle. The Kuznets distinguishes itself by having a long cycle time of between 15- and 25 year. The cycles, regardless of type, are made on the basis of past yearly results in the representative industry. Figure 3 portray the turnover in the building industry, compared

to the Kuznets cycle. The reality and the cycle have a somewhat similar development and trajectory.

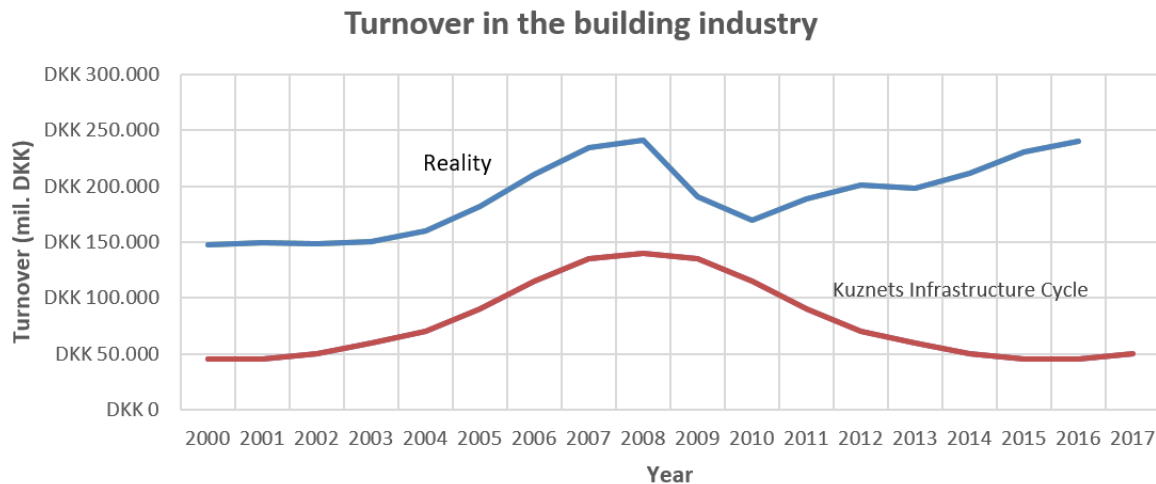


Figure 3 – Turnover in the building industry compared with a 15-year Kuznets cycle, made on the basis of (Group 1.312, 2018) (Danmarks Statistik, 2018).

Focusing on the SMEs, a comparison between the two curves can theoretically predict the market development. To be able to predict means that SMEs are able to make conscious decisions that for example reduces their economic risk, through a changed gearing, or a hiring stop, to keep fixed costs down.

There was an expectancy to find that the SMEs are more vulnerable in an economic downturn, but this was surprisingly disproved. Between 2008 and 2010 when the market downturn hit, see Figure 3, the number of SMEs in the building industry with 1-9 employees was reduced by 16 %, amounting to 8.472 employments terminated, a drop of 17 %. The figures for companies with 100+ employees, in the same period, was respectively 15 % of the companies and 16% percent of the employees (Danmarks Statistik, 2018). Both size segments could have actively used the Kuznets cycle to reduce their risk back in 2008. Looking forward the Kuznets cycle advocate a bottom-to-top fluctuation in between 7,5- to 12,5 years, representative of half of either a 15-year or a 25-year cycle. With the turnover in the building industry being at its lowest in 2010, the market will top in between now and 2022-2023, theoretically. This means that the SMEs can now prepare for a period of less activity.

The economy of the SMEs' is naturally specific to each company, though the building industry as a whole has grown after the financial crises. Since 2010, where the building industry had consolidated after the financial crises, see Figure 3, the industry's companies, regardless of size, have seen growth in their turnover, Table 8 portray this. Note that the distinction between the company-sizes cannot be separated according to the Danish SME definition, based on the source - also no more recent data exists that can be paired with his dataset, though the overall industry turnover has risen by 8,2 % in 2016-2017. (Danmarks Statistik, 2018)

<b>Employees</b>	1-9	10-19	20-49	50-99	>100
<b>Growth</b>	7 %	22 %	56 %	112 %	62 %

Table 8 - Growth in turnover dependent on company size between 2010-2016 (Danmarks Statistik, 2018)

From Table 8 it can be concluded that the building industry's turnover has grown, but also that the growth in turnover and the size of the company has a linear relationship up until 99 employees. This tendency can possibly be described as the size-connected ability to raise funds either singlehandedly or by being part of a conglomerate that can provide venture capital (Danmarks Statistik, 2015).

The SMEs are traditionally dependent on external capital in the form of financing. This is due to the SMEs smaller liquidity that normally is relative to their smaller size. Three prevalent types of financing are preferably used by SMEs; long term loans at the bank or as mortgage credit (realkredit); short term loans as leasing, overdraft, credit at supplier etc.; and equity capital, where capital is raised, by selling company shares to investors. Of the three options, the long-term loans, measured on loan size, is the most used. Compared to 2007, prior to the financial crises, the grants of loan request for especially the smallest SMEs with 5-9 fulltime-employees have fallen substantially. The full grant rate of loans was at 85 % in 2007 for the smallest SMEs, but fell to 56 % by 2014. Table 9 portrays the result of loan requests in 2014 for all SMEs regardless of size. The table indicates that the SMEs loan requests are granted to a high degree - if not in its full extent then partially (Danmarks Statistik, 2015). Note that no new publication was found to describe the development up to present day.

	<b>Long term loan</b>	<b>Short term loan</b>	<b>Equity capital</b>
<b>Full grant of loan</b>	72 %	88 %	72 %
<b>Partial grant of loan</b>	14 %	10 %	16 %
<b>Denied loan</b>	14 %	2 %	12 %

Table 9 - Result of loan requests in 2014 for unspecific SMEs (Danmarks Statistik, 2015)

The publication of Danmarks Statistik (2015) also found that the solvency ratio proved to be a significant factor in whether loan requests was granted, partial granted or denied. The better the solvency ratio was, the higher the chances of a full grant of the loan request.

### S (social)

Social mechanisms have meant that fewer apprentices have been taught a craft, due to fewer young people have wanted to become skilled craftsmen. This has resulted in an acute shortage of skilled labour in the upturn of the building industry (TV2nord, 2018). From 2010, where the economic upswing started in the building industry, to 2017, 36 % fewer skilled craftsmen have been educated (Danmarks Statistik, 2018), in the same period the activity in the industry measured in turnover have gone up by more than 41 %, see Figure 3. Recruiting skilled labour from competitors can only continue so far, and without any new labour entering the industry, a shortage is bound to occur. The compromised and overburdened work capacity of the companies in the industry, have partly resulted in foreign workers

coming to Denmark, bidding on contracts – some even underbidding. Stories have surfaced concerning foreign workers being subject to social dumping (Bræmer & Redder, 2017).

To prevent social dumping for instance higher awareness of CSR or Corporate Social Responsibility has been debated. CSR has in a growing degree become a buzz-word in the modern debate concerning what businesses should control, affect and participate in. No specific legislation is in place regarding CSR, but businesses are encouraged to participate in the collective effort of being socially responsible. Literature suggest that companies that participate in CSR effort can improve their image and affect their company culture positively (Bachmann, 2017). CSR was in the past reserved for the big corporations, but now SMEs are encouraged to participate. SMVdanmark, the SMEs' main organisation in Denmark, advocate that SMEs make themselves familiar with the concept to enable the companies to form an opinion, and perhaps adopt CSR-practices. SMVdanmark offer members counselling and CSR-analyses (SMVdanmark, 2018).

Lastly this section of the analysis will touch upon the social network of SMEs. 75 % of Danish SMEs operate alone in their respective industry (DST Analyse, 2016). Studies have shown that the SMEs that are most effective, measured in turnover pr. employee, are the ones that are part of a group. The most effective are those that have a high network density. A big group, meaning the sum of the group employees surpass 250, are most effective; then comes the ones that are part of SME-groups that in total are fewer than 250 employees across the group; lastly comes the independent SMEs (DST Analyse, 2016). Johnson, et al. (2017) point out that a social networks network density, affect the organisation's "power, innovativeness and overall effectiveness", which confirm what the DST Analyse report (2016) describe.

#### T (technology)

Many SMEs face difficulties trying to grasp the technological development and how it can benefit the development in their particular company. The government have therefore launched an initiative to aid SMEs in identifying relevant technologies and to spot trends. The initiative is going to include access to new research on the technological advances that can benefit their company – digitalisation is part of this initiative. (Regeringen, 2017)

The aforementioned digitalisation programme is called "SMV:Digital". Here the state help SMEs by subsidising external advisors, that give sparring and provide a strengthening of the competences of the company's manager, through mentoring, additional education, and an identification of the company's needed competences regarding digitalisation. (Regeringen, 2017)

Other programmes exist such as the SME-instrument, an EU funded initiative, that aid SMEs with funding. The funded SMEs typically have a significant mission or vision, that can be seen to add to both the technological- and economic front in the EU. (Uddannelses- og Forskningsministeriet, 2018)

Often technology and innovativeness go hand in hand, new technologies sometimes allow us to rethink or solve job-related problems differently. Johnson, et al. (2017) describe five

indicators for innovativeness in the environment surrounding a company; research and development, patenting activities, citation analyses, new product announcements and media coverage. Of these indicators the first two: R&D and patent activities, are picked out for this analysis. This is done due to the scope of this PESTEL and its focus, namely, the industry level of the building industry and not the market level, thus, are these two indicators the focus of this section.

The building industry's expenses regarding research and development (R&D) over time is another statistic that can serve as an indicator on the innovativeness as Johnson, et al. (2017) point out. The building industry's R&D related expenses was at its lowest in 2007. By 2010, the year the industry had consolidated after the crises see Figure 3, the R&D expenses had risen more than three times. By 2016 the expenses are the same as in 2010. In comparison, the R&D expenses across all industries between 2010 and 2016 rose by 21 % (Danmarks Statistik, 2018). This can be seen as an indicator stating that the building industry has a fixed and budgeted amount that is labelled R&D – in dire times, this budgeted amount is turned down, and when the crises has passed the amount is turned back up to its previous level. The development of the industry's R&D expenses could indicate that the industry is not actively striving to be innovative.

To address the SMEs' innovative efforts from a different angle, an analysis by Danmarks Statistik portray the building industry's SMEs' collaborative innovative effort over time. Based on this, it is clear that the economic fluctuations play a significant part in SMEs' collaborative effort concerning innovativeness. In 2007, before the financial crises, only 7,5 % of the industry companies worked with innovation as a collaborative effort. When the crises struck, this aforementioned percentage rose to 39,2 in 2011. The current figures are down to 8,6 %, for 2016 (Danmarks Statistik, 2018). The spike in collaborative effort concerning innovativeness indicates that innovations are sought more actively by the 39,2 % that have made an active choice to collaborate with other companies.

Patent activities was pointed out as an indicator for innovativeness by Johnson, et al. (2017) Looking into patent activities in the building industry, the Danish association Realdania have published a series of publications on the innovativeness in the building industry. These publications portray that the percentage of building industry related patents have gone up compared to the total amount of patents that have been sought between 2005 and 2012. This indicates that the building industry has become increasingly innovative. The reports are based on bought data, thus, 2012 is the newest data that can be obtained (Realdania, 2016).

On the basis of the indicators pointed out by Johnson, et al. (2017) and what have been found on these indicators an unclear picture is painted on the building industries innovativeness. There are indicators of the industry being actively innovative, but indicators of the contrary were also found.

#### E (ecological)

In the social section Corporate Social Responsibility was touched upon. CSR is part of the ecological section as well. CSR in the ecological sense represents the ecological responsibility

part of CSR. To portray product stewardship (Johnson, et al., 2017) bigger companies achieve ecological certificates or state bold goals for their CO<sub>2</sub>-emissions, all of which is put in their CSR-reports to show responsibility and dependability. A social pressure is asserted on SMEs to participate in ecological efforts, which can be a daunting task for these small companies. Consumers are more aware of product origins, attributes, emission, certificates etc. therefore the SMEs would be clever to familiarise themselves with CSR in an ecological perspective. (Gottlieb, 2017) (Sustainor, 2017)

In an effort to improve the Danish SMEs' ecology, the state has recently set aside kr. 19,3 million to scale up the Danish SMEs push for circular economy. The government claim that the funds will help Danish SMEs become "more circular, more green and more competitive." (Erhvervsministeriet, 2018). Whether this state-effort can create Danish building industry SMEs that are circular economy-based is still to be seen. The liquidity, the supply chain, the change in mind-set by consumers and the internal process, just to name a few, that need to be built up is a tall order. Especially in the building industry where products last for decades.

The SMEs are expected to obey legislation concerning commercial garbage handling. The "Energisyn" is another ecological initiative by the state, at the moment this only includes big companies in Denmark. The "Energisyn" legally obligates companies to document their energy consumption, and have the authorities on inspections (Folketinget, 2014). Legislation in this field is regulated frequently, and SMEs could potentially be included in this legislation sooner rather than later.

#### L (legal)

The legislative demand can be daunting for SMEs. There are many legislations, and these are complex on their own - combined they can seem overwhelming.

There is specific legislation for setting up a business in the first place, then there is legislation on tax-return for instance, and specific legislation on the workforce the SMEs employ, furthermore there is legislation on the products the industry makes: namely buildings. The aforementioned legislation is just examples, and the list could potentially continue. The SMEs' management need to understand and know this legislation – or at least know where to get legal aid. The legislative demands for the SMEs are clearly many, but the demands are not in a steady state. Legislation is occasionally renewed, altered or simply new legislation is produced. Thus, the SMEs need to be in tune with the latest legislation.

Legal aid can be obtained from industrial organizations and trade unions for example SMVdanmark and IDA.



## 7. Problem formulation

The problem formulation is an integral part of the research. The problem formulation governs the research's direction, ensuring that the research during writing stay on topic and that the quality of the research is kept high. For the problem formulation to govern the quality of the research the problem formulation's quality is essential. The research questions are derived from the processes of encircling the research area from different directions as described by Bryman & Bell (2011). The found research questions, for this thesis, are connected, so that they guide the research and funnel the data collection. This funnelling process is depicted in the right margin of the research questions. Practically, this means that the first three research questions governed the direction of the literature review and the data collection, enable the researcher to reopen the research area in the discussion of the fourth and later the fifth question. The thesis' construction and the establishment of the theory is further elaborated on in chapter 2 (reader's manual).

### **Research area**

*The competency profile of CEOs*

### **Selected aspect of research area**

*The impact of the right competency profile of CEOs in Danish SME-construction companies*

### **Research questions**

*What is the implication of the company's size regarding the CEO's needed competency profile?*

*What is the implication of the company's industry regarding the CEO's needed competency profile?*

*What is the impact of the right CEO competency profile on the SME-construction company future growth prospects?*

*Does a specific competency profile for a SME-construction company-CEO exist?*

*What could a SME-construction company do to bridge a competency gap in the CEO's profile? (reflective)*





## 8. Definitions

### 8.1 Competence or competency?

Writing about the CEOs in Danish building industry SMEs, the terminology needs to be precise. Competences are often used interchangeably with competencies in everyday communication, especially when Danes speak English. In Danish no direct translate of competency exist, portraying the need for a clarification of the term used.

What sets managers apart, and what makes them excel, have been a topic of interest for many years (Zaccaro, et al., 2004). Among the topics researched in the managerial excellence thematic, competency is one. A definition of the term has been attempted by a lot of scholars. To clarify the competency-term Woodruffe's (1993), Robertson, et al.'s (2002) and Boyatzis' (2008) definition will be used. They were selected based on quality (amounts of citations, relevance of journal and status as peer-reviewed or as articles referenced by heavy cited authors). No one definition will be chosen to avoid selection bias – instead a summary of the three definitions will be comprised, forming the basis for a holistic understanding.

Robertson, et al. (2002) define competency as: "Sets of behaviours that are instrumental in the delivery of desired results or outcomes."

Through an extensive literature review Woodruffe (1993) conclusively defines competency as: "A competency is the set of behaviour patterns that the incumbent needs to bring to a position in order to perform its tasks and functions with competence."

Boyatzis (2008) defines competency as: "A competency is defined as a capability or ability. It is a set of related but different sets of behaviour organized around an underlying construct, which we call the "intent"."

From the three definitions, some general things can be said about competencies; it is clear that competencies are patterns or sets of behaviours; all of the scholars describe the competencies as situational specific, the first two scholars (Woodruffe (1993), Robertson, et al. (2002)) directly necessitate the competencies in a job/task context, linking the competencies as a key aspect of the quality in job/task execution; lastly, the competencies were by all three sources described as specific behaviours implied in the use of the wording "sets" and "patterns", thus, not all behaviours can be considered competencies in every situation.

Returning to Woodruffe's definition, he includes both competency and competence, the two terms that are the root course of this definition review. While defining competency he also includes competence, hereby portraying the interlinkage between the competency and competence. According to Woodruffe then, you cannot be competent in a job without job specific competencies.

## 8.2 Personality traits

Through the literature reviewed on the competencies of the SMEs' CEOs in the building industry, the term "personality traits" were used frequently and in some literature interchangeably with competency. For the sake of a coherent understanding and use of the term in this thesis, a more explicit review on the use of the term personality traits was needed.

To narrow down personality traits, three scholars' contribution will be used to form an understanding of the term. The three scholars were chosen based on quality, see definition on competency 8.1 for meaning of quality in this context. No one definition will be chosen to avoid selection bias – instead a summary of the three definitions will be comprised, forming the basis for a holistic understanding.

Yukl (2013) defines personality traits as: "(...) trait refers to a variety of individual attributes, including aspects of personality, temperament, needs, motives, and values. Personality traits are relatively stable dispositions to behave in a particular way."

Zaccaro, et al.'s (2004) definition is: "Leader traits [are] relatively stable and coherent integrations of personal characteristics that foster a consistent pattern of leadership performance across a variety of group and organizational situations."

Tett and Guterman (2000) defined in their article personality traits as: "Personality traits are intraindividual consistencies and interindividual uniquenesses in propensities to behave in identifiable ways in light of situational demands."

From the three definitions some general correlations can be extracted forming a joint view on the term. Personality traits are behaviours; traits are individual or personal; the behaviours are situationally dependent for activation; and personality traits are consistent or stable propensities.

This summarised definition can give cause to confusion on the difference between competency and personality traits – and there are more similarities than differences. The differentiating factor between the two are in the social acknowledgement of the trait. The trait can only become a competency if the situation activates a trait propensity, that to the people around the trait-owner sparks a recognition of a trait that is situational consistent and desired. Robertson, et al. (2002) touch on the difference of, and transition from, trait to competency: "the trait describes a propensity to act in certain ways, the competency is based on evidence that a person does act in those ways."

### 8.3 SME (Small and Medium-sized Enterprises)

Small and Medium-sized Enterprises, also abbreviated SMEs, are the concern of this thesis. The SME-phrase is used in much literature as a means of specifying a size of an enterprise. The size of an enterprise typically affects the enterprise's structure, -culture and -process. (Bakka & Fivelsdal, 2014) Thus, to define an SME, a specific size must be defined. The definition of a SME is country-specific. Due to this thesis is written in Denmark the Danish definition will be used.

In Denmark, statistically, SMEs are defined to have less than 250 full-time employees (man year). Companies with less than 10 full-time employees are defined as a micro enterprise, but micro enterprises are still considered part of the SME-definition in Denmark. (DST Analyse, 2016)

For this thesis, the size of the SME is altered based on the data gathered. The context spoken into by the interviewees, that is the source of the gathered data, is a context for SME's smaller than 100 employees.

In Denmark the SME's have another definition. This definition relates to the way they are handled in accounting-terms. Unlike the statistical definition, micro enterprises are not separated from small enterprises. This means that SMEs are defined as having a revenue of less than 313 million Danish Kroner. (DST Analyse, 2016)

The average SME in Denmark employs 3,6 full-time employees (man year). SMEs in Denmark account for 99% of the total amount of privately-owned companies, and employ 764.000 full-time employees, which is 65% of the total full-time employment in Denmark. 75% of the Danish SMEs are independent, meaning that they are not part of a conglomerate or owned by foreign companies. (DST Analyse, 2016)

By 2016, the building industry had 130.722 full-time employees and a turnover of kr. 243,61 billion. Of the total amount employed, 111.243 were employed in SMEs, producing a turnover of kr. 183,15 billion. The employment in the building industry has since 2016 risen, though the actual numbers have not been released in a format that permit a comparison of the data on SMEs specifically. (Danmarks Statistik, 2016)

#### 8.4 SME CEO

One of this thesis's key components are the SME CEOs or leaders. Throughout the thesis the SME leader and -CEO is used interchangeably. For the benefit of the study's clarity and validity, the SME leader will be defined. This definition is constructed as this thesis's definition, and is derived from the interpretation of the study's collected data. As the study's results and findings are based on the data gathered, those findings validity is directly attached to the interviewees understanding of the SME leader.

The SME leader, or CEO for that matter, is the hierarchical apex of the company, and is therefore the SME's external representative. The SME leader can be, both, the owner and founder of the company, or an external brought in. The SME leader, thus, does not imply a relation of ownership. The hierarchical apex-position infers that the SME leader has the "last word", but also that the leader has inherent responsibility due to his or her position of power. The power here mentioned, relates to the leader's ability to affect the SME's reality and direction. This reality can be affected by process-, cultural- or structural decisions. The SME's direction refers to the SME leader's ability to affect the company strategically, thus, change the SME's direction.

This thesis does not take into consideration the SMEs' boards. The SMEs' boards are of a varying professionalism, resulting in variations of effectiveness, power and influence. As such, the fact that the SME has a board does not necessarily mean that they moderate the SME leader's power and authority – as such they are not considered in this thesis.

## 9. Literature review

### 9.1 The Danish construction industry

The Danish construction industry is the context of this thesis and, therefore, bears a significance specifically - the construction industry's significance, though, is not only limited to this thesis. The industry is of great significance to the Danish economy (Rasmussen, et al., 2017), both in a gross national product perspective (Pietroforte & Gregori, 2006), but also as the industry is the workplace of thousands of Danes (Danmarks Statistik, 2018). The industry's significance stretches to represent parts of the Danish identity in the production and restoration of buildings representing the Danish past-, present- and future architectural and cultural heritage. The construction industry has seen a lot of meta studies on e.g. productivity, cost escalation, legislation. This review will combine the studies found during the systematic literature review presented in chapter 5.2.1. The review will cover the Danish construction industry on a generic level, to form a basis for a discussion based on the other literature reviews and the collected interview-data.

Due to the construction industry's national significance the industry has been the subject of political attention (Kristiansen, et al., 2005) (Rasmussen, et al., 2017), resulting in specific legislative demands in sequential attempts to alter the industry for the better. The ambitions behind these betterments were highly affected by the general national challenges and the society's economic constitution. For example; through the 1970's oil crises, sustainability became part of the political agenda, and was translated into regulatory demands on energy consumption (Rasmussen, et al., 2017); so did the economic upswing of the 1960's and early 1970's and its inherent demand for housing, resulting in attempts to improve the industry's quality and productivity, through an industrialisation with the use of innovations such as the precast concrete elements (Kristiansen, et al., 2005). By the 1990's the 1960's and 1970's focus on quality- and productivity improvements were rejuvenated, the political attention was raised based on a series of reports on the construction industry. The reports found that the construction industry had to innovate (e.g. through use of IT and Lean Construction) to be internationally competitive, this should be done through an effort of industrialisation, benefitting productivity (Kristiansen, et al., 2005).

Legislative demands on the participants in construction have been a political tool to shape the industry (Rasmussen, et al., 2017). A benchmarking policy was designed and effectuated by 2004, that meant contractors wanting to work for the state had to be benchmarked, as a method for segmenting the construction industry's contractor based on quality of past projects (Rasmussen, et al., 2017). The benchmarking system, though abandoned in 2015 as it did not function as intended (Transport-, Bygnings- og Boligministeriet, 2015), is an example of the political interest shown, that create policies by "identifying an objective problem that can be made subject to problem-solving" (Rasmussen, et al., 2017). Resulting in a pattern where "the construction industry change and innovate based on legislative demands" (Rasmussen, et al., 2017).

From the 1970's moving forward through time, the construction industries national economic significance has dwindled, resulting in a smaller share of the Danish GNP in percentage (Pietroforte & Gregori, 2006), as can be seen in Figure 4 – a trendline has been added to the chart, portraying the progression in GNP share, calculated to average 0,15% in yearly decline (The data for the chart was extracted from (Danmarks Statistik, 2018), and is a combination of category N.111 Residential construction and N.112 Non-residential construction). This, though, is to be expected based on the studies of (Pietroforte & Gregori, 2003). When highly developed economies reach a certain economic maturity, the nation's construction industry is reduced based on GNP share, giving way for industries such as services.

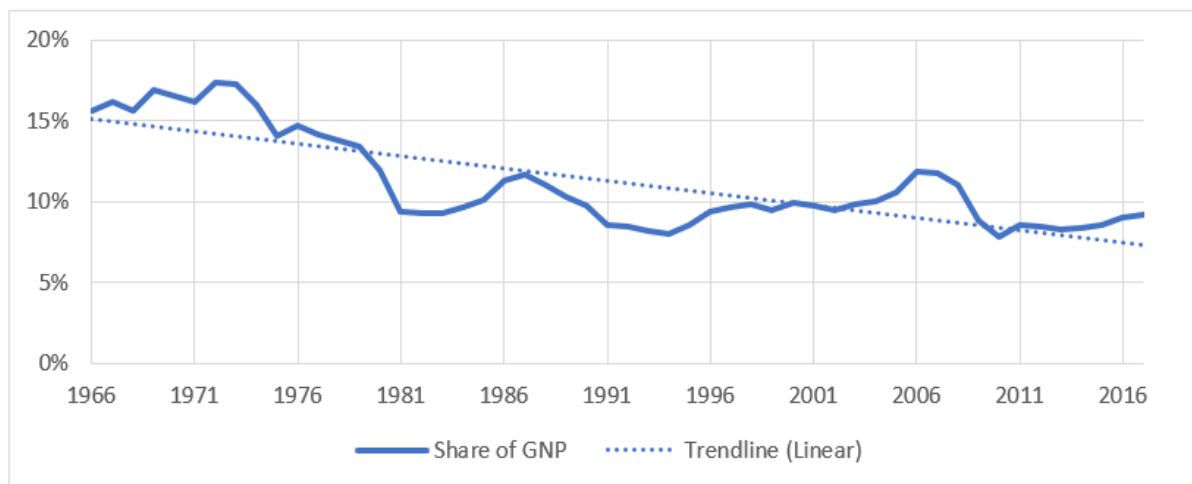


Figure 4 - The Danish construction industry's share of GNP in percentage

The construction industry, though reduced in relative size, is enjoying a period of upswing, see PESTEL 6.1 .

The construction industry, can be illustrated as an industry characterised by having a handful of bigger companies, and a considerable number of small companies (Borgbo & Petersen, 1997) and (Kristiansen, et al., 2005) – these smaller companies are the companies considered in this thesis. The bigger companies (e.g. NCC, MT Højgaard) constructed their size through a combination of both vertical and horizontal integration, buying up competitors and companies on both sides of their value chain, respectable to their position (Kristiansen, et al., 2005). The big companies, having grown bigger, have resulted in the smaller companies having been forced into a choice; whether to compete with the bigger companies in tendering “wars” or to accept their subdued position and instead appeal to the bigger companies in partnerships as their sub-contractors for example. The latter position in the matter, is the position chosen by the SMEs as posited by Kristiansen, et al. (2005). The bigger companies have introduced an industrialisation as part of their business model, for example by applying marketing principals, lean production principles and technology such as fully integrated BIM. The size of the bigger companies has resulted in them having a bigger bargaining power on the suppliers, something that again tips the scales, in competitive terms, considering the SMEs market opportunities. (Kristiansen, et al., 2005)

The bigger companies carry with them a bigger liquidity resulting in them having an opportunity to lower their profit margin. The industry-norm is operating with low profit margins, giving the construction industry a reputation as being a high-risk industry (Borgbo & Petersen, 1997).

Construction projects are typically unique, with a unique constellation of stakeholders, having to work together to accomplish a unique prioritisation of the three management parameters: time, cost and quality, referred to as the “iron triangle” (Larsen, et al., 2016). The diversity of stakeholders, raises the project-risk, as it is the sum of joint efforts in a series of processes that realise the project: per stakeholder a potential secondary agenda or prioritisation lies, resulting in a non-unified effort (Flyvbjerg, et al., 2002). The building process is complex to navigate in, and mistakes are costly (Flyvbjerg, et al., 2002), resulting in the project’s stakeholders being inclined to priorities e.g. their economy over the collaborative effort. (Drejer & Vinding, 2006) (Freytag & Storvang, 2016)

Larsen, et al. (2016) have studied the parameters negatively affecting the iron triangle the most, and Flyvbjerg, et al. (2002) have studied cost estimates in public works. They are relevant, as the construction industry has a reputation of not delivering what was promised (Larsen, et al., 2016). Both articles study public construction projects. Combined, the two studies portray an industry that for Flyvbjerg, et al.’s part is highly uncertain regarding project outcomes and for Larsen, et al.’s part paint a picture of a complex industry based on the amount of errors affecting quality and budgets, but also an industry with a scarcity of funding, or a scarcity of willingness to fund, indicating that budgets are tight.

With the political attention the construction industry has had, an amount of direct- and indirect critique have been sent the industry’s way. This have given cause to studies being conducted, for example on the productivity of the Danish construction industry (Clarke & Herrmann, 2004) and the degree of innovation taking place in the industry (Drejer & Vinding, 2006). The productivity was studied in a comparative case-study, where the author, Clarke & Herrmann (2004), found that the Danish case, compared to that of Germany, England and Scotland, have the smallest input relating to manhours per build m<sup>2</sup>, with the English case needing close to 50% more manhours to complete one m<sup>2</sup> of building. Thus, the Danish construction industry efficiency is relatively high. The finding of Clarke & Herrmann (2004) also includes that the effectiveness of the English construction industry is higher, with close to 37% more m<sup>2</sup> completed on a daily basis compared to the Danish case. The figures have to be understood as a product of the respective society. The Danish construction worker is typically formal educated in his respective craft, and is hired based on conditions negotiated through collective bargaining of their respective trade union (Clarke & Herrmann, 2004). As a result, the Danish construction worker is payed more (Eurostat, 2018). This system has shaped the Danish labour market since the 19<sup>th</sup> century. The higher salary of the Danish worker affects the method of constructing large scale buildings, as the case of Clarke & Herrmann (2004).

The construct industry is said to have a low degree of innovation (Drejer & Vinding, 2006), with innovating primarily being based on legislative demands (Rasmussen, et al., 2017).



Drejer & Vinding (2006) establish that the construction industry, contrary to belief, can be considered innovative. Drejer & Vinding (2006) argue that a combination of the industries project-based nature, with varying partners and, therefore, varying demands, and the economic significance of the product, means that customers stick to “proven methods”. The regulatory pressure on the building does not aid innovation either (Drejer & Vinding, 2006). In the article the construction industry’s characteristics affecting its degree of innovation are summed up:

*“(...) the way the construction industry is organised, with independent and complex tasks, a large number of participants, unique coalitions of project teams, the pressure of deadlines, conservative clients, and the tender system, may in some ways hamper long-term change - including learning and innovation - in the industry of the construction industry.” (Drejer & Vinding, 2006)*

The empirical data of Drejer & Vinding (2006) indicate that the probability of companies being innovative increases with size. Architects and consulting engineers are five times more likely to be innovative than contractors are, which is described in the article, as natural, due to their position in the development of the building design, requiring creativity. Drejer & Vinding (2006) argue that: “Increased innovative activity can result in competitive advantages at the firm level, as well as benefit society in terms of improved construction facilities, e.g. more environment-friendly construction.” Concludingly, the article posits that the innovative activity of the architects and the engineers, at the beginning of the product value chain, influence the product significantly enough to label the industry as innovative, regardless of the contractor’s innovative characteristics. (Drejer & Vinding, 2006)

The construction industry as an industry is heterogenous in its impact, based on the findings of this literature review. The industry bears great significance for society, the results though, are both good and bad. The performance of the construction industry can be argued, but the industry plays a vital part in society, as construction often is the facilitator of society’s progress with projects such as “Storebæltsforbindelsen” or the Copenhagen Metro, the industry also addresses demands for housing, both in a small scale and in large scale e.g. private housing and the renovation of the socially burden area Gellerupparken in Aarhus. For the SME to navigate in, the Danish construction industry is to some degree predefined; as regulatory demands are vast; the bigger companies lead the industry, leaving smaller construction companies in their wake, the SMEs can either fight for “scraps” or conform and join big projects as sub-contractors. Innovation and specialisation could be a potential solution to stand out from the crowd, and offer a product that can ensure a lasting competitive advantage (Drejer & Vinding, 2006) (Kristiansen, et al., 2005).

## 9.2 SMEs in the construction industry

With a literature review conducted specifically in a Danish context, this review is similar, but differ in that the former looked at the Danish construction industry, this one looks at the global SME construction industry. To form the strongest basis for a future discussion on the Danish SME construction industry, a divided search was necessary. Correlations between the two can be found - reinforcing the argument. To create both a holistic picture of the



construction industry SMEs' challenges and to discuss these challenges' implication in a CEO-personality context, this chapter is formed.

In their 2010 article McAdam, et al. describe that the construction industry has undergone a transition and now compete on contemporary criteria such as knowledge, intellectual capital and skills, resulting in a stronger competition that is innovation driven (Staniewski, et al., 2016) (McAdam, et al., 2010). To ensure a sustained competitiveness, McAdam, et al. conclude that the SMEs must respond more rapidly to market changes than larger companies (2010). This goes against the industry tendency as it is considered conservative in terms of technology and innovations (Staniewski, et al., 2016).

The market in which the construction companies operate is seen as open, but have a strong competition (Price, et al., 2003) – to exist as a contractor in the construction industry, the company must win tenders and through those make a profit (Shokri-Ghasabeh & Chileshe, 2016) (Staniewski, et al., 2016). Shokri-Ghasabeh & Chileshe found a linear relationship between company size and a formalized tender assessment process, meaning, the SMEs relative to their size operate with a theoretically higher degree of uncertainty on project outcome (2016).

Love & Irani further described the position the SMEs' owner or manager hold as a facilitator of competitiveness in the construction SME.

*“Fundamentally, the competitiveness of construction SMEs depends on the basic role of the owner/manager’s intangible investment (intellectual capital), tangible investment in information and communication technology, and strategic capability (ability to be innovative and adapt to change).” (Love & Irani, 2004)*

Compared to larger companies, small and medium-sized enterprises in the construction industry are not very innovative (Acar, et al., 2005) (Dick & Payne, 2005). Relative to the construction industry, Danish SMEs are placed fourth in EU countries' innovative performance measured on R&D expenditures (Dick & Payne, 2005), indicating that the Danish construction industry's SMEs are in fact better than most EU countries in terms of their innovativeness.

In a UK study of work-life impact on workers in construction SMEs a review on SME characteristics were made: the SMEs tend to have a flatter organisational structure, with centralised decision-making; the SMEs' work is characterised as less routinised and less specialised; HRM (human resource management) is more informal compared to bigger companies; the SMEs are less bureaucratic; and a high level of trust exist between worker and manager resulting in a close relationship (Lingard, et al., 2015).

Price, et al. (2003) found in their article on the UK construction industry's strategic management, that strategic management was reserved for the bigger companies, with the SMEs not prioritising it very highly. In an IT implementations perspective Love & Irani (2004) found that construction industry SMEs' lacked a strategic vision for IT implementations. In

Price, et al.'s (2003) review, they found that due to the construction industry's increased competitiveness, the need for strategic thinking was more important than ever (Price, et al., 2003). Over 50% of Price, et al.'s interviewed small firms made no long-range strategic planning and had no mission statement nor any specific objectives – their aim was to survive and continue to operate with an acceptable level of profitability (2003). The interviewed small firms only counted 25, and the validity of their result in this regard is therefore affected, hence, this can only serve as an indication. Interestingly no correlation between company size and the existence of a mission statement was found (Price, et al., 2003). Key industry drivers in Price, et al.'s study was found to be the government and new legislation. The key players in the strategic management process were the managing director, the board of directors, top management and chief executives, in that order. In Price, et al.'s finding there existed a reverse correlation between company size and problems relating to time and financial resources as factors restricting strategic management improvements (2003). This means, as the company size increases, the magnitude of the time- and financial constraints decreases. A strategic skill gap existed in the small construction companies, resulting in a poor management of strategy. The smaller companies strategized based on intuition rather than analysis. Many of the small organisations in Price, et al.'s study were led by owners/managers with a technical background. (Price, et al., 2003)

Acar, et al., (2005) studied innovativeness in the construction industry in a context of ICT implementation in Turkish SMEs, they found that both internal and external factors affected the lacking implementation of ICT. The ICT implementation can be seen as a measure of the SMEs' innovativeness [13 years ago ICT was considered innovative compared to today]. An internal factor for not implementing ICT was that the construction industry was found to be stubborn in the adoption of new technologies, due to a satisfaction with traditional methods. Construction companies are conventional in their methods connected to business, e.g. have "static" web sites that provide information instead of "dynamic" sites that invite business transaction (Acar, et al., 2005). Other factors were cultural and psychological, another was the lack of a sufficient ICT solution. There was found a linear relationship between company size and utilization of ICT – the bigger the company, the more ICT was used (Acar, et al., 2005). Thus, if ICT is set as a synonym for innovativeness, then the SMEs are less innovative compared to larger companies. As Acar, et al., (2005), Olatunji (2011) studied BIM in an Australian construction context, he pointed out that BIM could create a sustained competitive advantage for early adopters in the SME segment, suggesting that the SMEs in question must be innovative to create a sustained competitive advantage. Staniewski, et al. (2016) posits that innovation play a vital role for the construction industry.

In an Australian context, environmentally driven innovations were studied for construction SMEs (Hardie, et al., 2013) - the main driver in environmental innovations were found to be regulatory demands, for other innovative cases the client and end-user was found as the most influential. The critical success factors for driving innovation, was time and finances (Staniewski, et al., 2016), Hardie, et al. found that this was also valid for the SMEs (2013). For both environmental and non-environmental innovation, the force that drove the innovation was external and not internal (Hardie, et al., 2013).

In a UK context, Akintoye & Main (2007), found that contractors have a positive view on entering company collaborative relationships. The collaborative relationships are customer driven and the reasons for entering partnerships count: “risk sharing, access to innovation and technology, response to market, resource efficiency and client requirements”, no striking discrepancies were found between large companies and SMEs, as to the reasons why companies entered into collaborative relationships (Akintoye & Main, 2007). The collaborative relationships were found to be a fast and low-cost method for expanding into new markets and to develop greater control or influence of customer relationships (Akintoye & Main, 2007), in addition partnering can improve project efficiency (Dainty, et al., 2001) – venturing into new market and bargaining power over customers are core business capabilities of models e.g. Porter’s five-force model (Johnson, et al., 2017). Critical success factors to the collaborative relationships are: “top management support, complementarities of skills, cooperative culture, shared goals and objectives; etc.” (Akintoye & Main, 2007). In a UK supply chain context, Dainty, et al., (2001) found that partnering in the construction industry was largely constrained to a client-contractor linkage, rather than an inter-company strategic alliance, this was argued as caused by the industry’s fragmented project delivery structure based on the various trades connected to the building process.

Dainty, et al., (2001) found that in a subcontractor relationship the SMEs’ smaller size meant that they were pressured by the bigger main contractor. The competition based on price was perceived as hard - even unfair based on assigning criteria; the flexibility of the SMEs was often tested as planning issues caused by the main contractor was expected for the SMEs’ to either solve or work around; communication was an issue with late, missing and inaccurate information from the main contractor to subcontractors; in general, the SME subcontractors felt the main contractors had a poor understanding of their business, resulting in a mistrust from the SMEs. (Dainty, et al., 2001)

Contractors are pressured by the client to both reduce the building period, increase quality and reduce cost (Dainty, et al., 2005), furthermore, Dainty, et al., (2005), findings were in a context of a UK skills crises – one that is comparable to the Danish skills crises, see PESTEL, 6.1 . Dainty, et al., (2005), differentiate between the labour shortage and the skills shortage, where labour relate to quantity, skills relate to the quality of the work force. Both are a problem, but Dainty, et al.’s findings point to skills being the biggest shortage in the UK construction industry. Dainty, et al., (2005) find that the SMEs are more challenged than bigger companies in the recruitment of skills, arguing that the missing skilled labour force is a direct influencer on the industry’s ability to improve in performance and productivity. This would suggest that the SME are less likely to improve in performance and productivity due to their struggles related to recruiting skilled labour, compared to bigger companies.

Based on the literature review, much is asked of the SMEs. They are pressured by external factors such as the bigger contractors and the development of the industry where the SMEs are simply trying to keep up. Internally they need skilled labour, and skilled management to meet the challenges of the contemporary market. Funds for developing the company is a commodity needed by most, so is time and strategic knowledge - all three, vital in the race

to be innovative and through that create a competitive advantage, while still turning the wheels of daily operations. The sum of it all is transferred on to the shoulders of the CEO, who needs to balance daily operations, future innovative prospects, while, potentially, lacking a formal managerial education, that could otherwise have supported him or her.

### 9.3 The competency profile of a leader

The interest in the research area of what differentiate leader from non-leader, has been persistent and enduring (Zaccaro, et al., 2004). A reason why the interest has been so persistent, is the potential link to performance the research area holds. For example; why do some lead with ease, while other never get the hang of leadership; or, why do some leaders perform better than others? What if a fundamental answer to those questions lay in the personality each of us hold? From a personnel selection perspective, the research area also bears a significance. If the link between job, performance, and personality could be established, this would potentially mean that the right person, with the right personality, could be hired the first time, costing the company less and resulting in a bigger managerial impact. Through a systematic literature review, see chapter 5.2.1, theory on the research area was found, and will form this chapter of the thesis. Firstly, a brief presentation of the “classics” works of scholars, covering nearly 70 years of trait-theory research, will be made. Secondly, the coupling of the core personality, using the “five-factor model” (McCrae & Costa, Jr., 1987), and the CEO position will be described. Lastly a short summary will tie the strings from the gathered theory and set up the theory so that it later on can be combined with the context of SMEs and the building industry.

There are of course limitations attached to such a literature review since the amount of material on the matter, due to a combination of interest and time, is abundant.

As aforementioned the interest in trait theory has been present for a long time, but the interest has not been uniform (Antonakis, 2018). Like so many other leadership research areas, the area of leadership traits have fluctuated in research activity. What has produced these fluctuations, has, first of all, been due to the research area’s complexity causing it to develop in a jerky motion, and secondly, a poor validity on scientific findings has given cause for debates on the overall appropriateness of the trait-theory in distinguishing leader performance e.g. (Morgeson, et al., 2007) and (Murphy & Dziewieczynski, 2005).

To illustrate the development of the traits associated with leaders, four scholars have been chosen across nearly 70 years of trait research, the scholars are: Stogdill (1948), Mann (1959), Kirkpatrick and Locke (1991) and Yukl (2013). Each scholar has contributed with different traits, as can be seen in Table 10. These lists of traits were picked based on their age, aimed at representing a great span in time, and based on originality, meaning that they are not “just” validations of older traits e.g. (Lord, et al., 1986) or summaries e.g. (Zaccaro, et al., 2004) or (Northouse, 2016). The scholars’ lists portray consistent similarities, but also differences. The implication of these lists is for example in a recruitment perspective, where candidates are tested up against these traits e.g. (Barrick & Mount, 1991). The implication of these listed traits, can be speculated on as a cook book approach to becoming a leader, though it is not, such an approach does not exist posits Stogdill (1948) “A person does not

become a leader by virtue of the possession of some combination of traits, but the pattern of personal characteristics of the leader must bear some relevant relationship to the characteristics, activities, and goals of the followers.”

Returning to the divergence in the lists, why are there similarities, but also differences? The answer lies in the context where leadership occur, that is, in the present, in the situations that occur between persons: “the salutary effects of a trait at one time or in one context may be reversed when times or situations change.” (Judge, et al., 2009) (Stogdill, 1948). Meaning, that during the 68 years of span between the two outermost lists, the leadership context has changed, causing other or newly established traits to be relevant.

<b>Stogdill, 1948</b>	<b>Mann, 1959</b>	<b>Kirkpatrick and Locke, 1991</b>	<b>Yukl, 2016</b>
Dependability	Adjustment	Drive (achievement, ambition, energy, tenacity and initiative)	High energy level and stress tolerance
Sociability	Extroversion		Internal locus of control orientation
Initiative	Dominance	Honesty and Integrity	Emotional maturity
Persistence	Masculinity	Self-confidence	Personal integrity
Self-confidence	Sensitivity	Emotional stability	Socialized power motivation
Alertness			Achievement orientation
Cooperativeness			Self-confidence
Adaptability			low need for affiliation

*Table 10 Traits associated with leadership*

Diving deeper down into the context of leadership, the situation (the situation as a concept is further described in chapter 9.3.1), one must consider the scholars lists, because, as the scholars acknowledge as early as Stogdill, “(...) leadership is a relation that exists between persons in a social situation, and that persons who are leaders in one situation may not necessarily be leaders in other situations.” (1948). Based on this quote, the resulting lists constructed in Table 10, are situational dependent as well. This means that the lists' reliability is intact, if the context in which the results are derived from can be replicated in a practical implication. Meaning, that the lists can only be considered concepts for the precise situation they are derived from. If the lists are applied to any other situation, the validity of those results would be affected. (Murphy & Dziewieczynski, 2005) (Judge & Zapata, 2015)

Parallel with the research on personality trait, personality as a core concept is studied. The initial research on personality descriptions date back to 1884 and Galton, who used the English language in finding adjectives to describe personality. The list of adjectives was

revised by additional scholars, to the point 60 adjectives remained. By 1934, Thurstone found that these 60 adjectives could be boiled down to five “Big” adjectives – these adjectives are the five “Big” factors in the Five Factor-Model. (Goldberg, 1990)

By 1987 McCrae & Costa made a validation of their five-factor model (1987), and found: “(...) the structure [of personality] that must be explained is, for now, best represented by the five-factor model.” Since then, the model has been combined with research on both leaders and job performance, to addresses the validity-issues of earlier works on trait-theory e.g. (Barrick & Mount, 1991) (De Hoogh, et al., 2005) (Judge, et al., 1999). The implication of the Five Factor-Model (FFM) or the “Big-Five” (Goldberg, 1990), has resulted in an increased validity, since the FFM has proven to be generalizable across cultures, are stable in representing personality over time and has a genetic basis resulting in it being heritable (Judge, et al., 1999) (Abateccola, et al., 2011) (De Hoogh, et al., 2005) (Digman, 1990) (Barrick & Mount, 1991) (Costa Jr. & McCrae, 2008). The FFM, is testable using a measure, the NEO Personality Inventory or NEO-PI(-R) (Costa Jr. & McCrae, 1992), the brackets refer to a revision made to the original model (Costa Jr., et al., 1991) (Costa Jr. & McCrae, 2008). The NEO-PI-R combines self-reporting and observer ratings, where first-person and third-persons rates the ratee on a 5-point Likert scale.

The Five Factor-Model consist of five broad personality traits: (1) Openness to experience, (2) Conscientiousness, (3) Extraversion, (4) Agreeableness and (5) Neuroticism (emotional stability) (McCrae & Costa, Jr., 1987). The order is random - this order was chosen as the current order spells OCEAN, as the personality traits are abbreviated to in more pragmatic settings than this. Traits or “Facets” (Costa Jr., et al., 1991) are associated or linked to the five broad personality traits mentioned above.

Each of the five big personality traits will be covered using McCrae & Costa’s (1987) definitions rather than paraphrase and potentially resulting in bias and use of imprecise wording. For a more extensive coverage of the traits, such exist in (Costa Jr. & McCrae, 2008) (Costa Jr., et al., 1991).

*Openness to experience*, “High-O individuals are imaginative and sensitive to art and beauty and have a rich and complex emotional life; they are intellectually curious, behaviourally flexible, and nondogmatic in their attitudes and values.” Facets of openness to experience: Fantasy, Aesthetics, Feelings, Actions, Ideals, Values (Costa Jr. & McCrae, 1992).

*Conscientiousness*, “is a dimension that contrasts scrupulous, well-organized, and diligent people with lax, disorganized, and lackadaisical individuals.” Facets of Conscientiousness: Competence, Order, Dutifulness, Achievement Striving, Self-discipline, Deliberation (Costa Jr., et al., 1991).

*Extraversion*, “is the dimension underlying a broad group of traits, including sociability, activity, and the tendency to experience positive emotions such as joy and pleasure.” Facets of extraversion: Warmth, Gregariousness, Assertiveness, Activity, Excitement Seeking, Positive Emotions (Costa Jr. & McCrae, 1992).



*Agreeableness*, “is primarily a dimension of interpersonal behaviour. High-A individuals are trusting, sympathetic, and cooperative; low-A individuals are cynical, callous, and antagonistic.” Facets of agreeableness: Trust, Straightforwardness, Altruism, Compliance, Modesty, Tender-mindedness (Costa Jr., et al., 1991).

*Neuroticism*, “it represents the individual's tendency to experience psychological distress, and high standing on N is a feature of most psychiatric conditions.” Facets of neuroticism: Anxiety, Hostility, Depression, Self-consciousness, Impulsiveness, Vulnerability (Costa Jr. & McCrae, 1992).

The practical implication of the introduced FFM, and its test (NEO-PI-R), means that people, in general, can be tested and described as a profile using the five traits. The NEO-PI-R consists of two parts, a ratee-part where the ratee fills out a questionnaire, and a rater-part where the ratee is rated by a rater. The validity of the core model, the FFM, was established as being good (Murphy & Dzieweczynski, 2005) (McCrae & Costa, Jr., 1987). Some scientific debate was raised regarding the test, the NEO-PI, and the ability of ratees to fake their result in regards to self-reporting, compromising the validity of the resulting personality profile (Murphy & Dzieweczynski, 2005). The NEO-PI has been revised (NEO-PI-R (Costa Jr. & McCrae, 2008)) since the argumentation on the validity of the test, and as both sides of the argument are plentiful the tests' validity will not be treated any further in this thesis.

With a dependable validity of both test and model, the FFM, was adopted by scholars concerned with the link between personality and performance/effectiveness. The logic was that if performance could be measured as a personality profile, it could serve as a concept. Meta-analyses were published on the matter e.g. (Barrick & Mount, 1991) and (Tett, et al., 1991). Tett, et al. (1991) concluded, that personality traits can be used as a basis for personnel selection - Murphy and Dzieweczynski (2005), argues otherwise. Murphy and Dzieweczynski (2005) posits that the low mean validity of their [e.g. (Tett, et al., 1991) and (Barrick & Mount, 1991)] results, give cause of a questionable overall validity of their findings. Both Tett, et al. (1991) and Barrick & Mount (1991) address their results validity, but argues that their research results can form a basis for a concept strengthened by further research.

The results of newer studies on personality and performance, specifically of CEOs, correlates with those of Tett, et al. (1991) and Barrick & Mount (1991). Due to this, the validity can be seen as improved, and will form the answer to the initial question of this chapter: what competency profile differentiate leaders from non-leaders.

(Barrick & Mount, 1991) found that conscientiousness had the biggest correlation with managers, closely followed by extraversion, then agreeableness, and lastly openness to experience and neuroticism (emotional stability) joint.

(Judge, et al., 2002) found that extraversion had the biggest correlation with leadership, on a close second-place, conscientiousness, followed jointly by a negative correlation with neuroticism and openness to experience, and lastly agreeableness.

(Abateccola, et al., 2011) found a positive correlation between emotional stability [a negative correlation with neuroticism] and managerial outcomes was the biggest mediator in that relationship, then came extraversion, conscientiousness, and lastly openness to experience and agreeableness.

(Barrick, et al., 2001) analysed the other meta-analytic result and found that the correlation between conscientiousness and managerial job performance was the strongest, then came extraversion, jointly openness to experience and agreeableness, last came emotional stability [a negative correlation with neuroticism].

(Salgado, 1997) Made a meta-analysis of European manager personalities and found that conscientiousness has the biggest correlation with the managerial occupation, then came emotional stability [a negative correlation with neuroticism], extraversion was third, and a negative correlation with agreeableness forth, last was openness to experience.

Table 11 portray the ranked traits connected to the five scholars' found CEO related correlations. A score has been calculated, using a multiple-criteria rank-ordered list (Nicholas & Steyn, 2008), to rank the traits in their correlation with CEO personality. Based on the scores; conscientiousness and extraversion have the most significant correlation; emotional stability [a negative correlation with neuroticism] and openness to experience comes in as third- and fourth; agreeableness is the trait that correlates the least with CEO's personality.

	<b>O</b>	<b>C</b>	<b>E</b>	<b>A</b>	<b>N</b>
<b>(Barrick &amp; Mount, 1991)</b>	(4)	(1)	(2)	(3)	(4)
<b>(Judge, et al., 2002)</b>	(3)	(2)	(1)	(5)	(3)
<b>(Abateccola, et al., 2011)</b>	(4)	(3)	(2)	(5)	(1)
<b>(Barrick, et al., 2001)</b>	(3)	(1)	(2)	(3)	(5)
<b>(Salgado, 1997)</b>	(5)	(1)	(3)	(4)	(2)
<b>Score</b>	3,8	1,6	2	4	3

*Table 11 Ranking of traits based on correlation between specific trait and CEO related research aspects*

The resulting competency profile of CEOs gathered on the basis of the systematic literature review gives a clearer picture of the traits that differentiate leaders from non-leaders. The argued low validity of individual studies, was by some of the authors tried increased through convergent validity (Bryman & Bell, 2011) e.g. (Salgado, 1997). The comparison of the five articles result through the multiple-criteria rank-ordered list, soothed the validity by the combined correlations of the five articles. Consistencies between the articles are clear, especially in relation to conscientiousness and extraversion. Additional articles could have portrayed a clearer picture, but no further articles were found during the literature review. Additional articles on leader personalities were found, but these were not used, as they portrayed leader competencies through hypothesized aspects of research e.g. transformational- and charismatic leader competencies e.g. (De Hoogh, et al., 2005) (Bono & Judge, 2004), or entrepreneurial (understood as innovative leadership) competencies (Marcati, et al., 2008). The leadership competencies found are clearly of a generic nature, this will be remedied in coming chapters, where the leader competencies will be tailored to



fit the research aspect: Danish building industry SMEs - this will be done through industry analyses, for example using Tett & Burnett's interactionist model (2003).

### 9.3.1 The context of leadership

In the previous, the aspect of situation was briefly covered in the context of validity issues attached to the classical trait-lists of e.g. (Stogdill, 1948) and (Kirkpatrick & Locke, 1991). Adopting the FFM for assessing personality does not deem the aspect of situation redundant. The Five Factor-model (FFM) (McCrae & Costa, Jr., 1987) ensures a higher degree of validity, but does still not account for the situation. It is important to stress that the increased validity using the FFM, is attached to the model, and only the model. How you apply the model is the user's responsibility. The application of the model has given cause for research on the context which the model is applied to, in this specific perspective the leadership situation. This chapter will look at how an increased validity of the FFM in practical use is possible through the use of theory i.e. the interactionist model (Tett & Burnett, 2003). The interactionist model featured in an article by Judge & Zapata (2015), where they paired the situational strength frameworks and the trait activation concept [part of the interactionist model] with the Five Factor-model and assessed their individual validity as predictors of job performance. They found that the validity connected to the two frameworks combined with the FFM as predictors of performance was significantly improved. In a practical perspective, an increased validity represents a better fit between personality and job, facilitating a bigger managerial impact. The interactionist model will be covered briefly as the concept of trait activation is central to thesis approach of analysing the context's moderators and facilitators rather than the leader's effect on the context. Originally the concept of situational strength was included in this thesis, but was taken out as the concept is too specific and would demand the study of a specific case to be applicable, something that was abandoned for this thesis based on time restrictions. The situational strength text can be read in the appendix, see chapter 17.5 and its application in a future case study is described in chapter 15.

The interactionist model presents a person-situation concept, that can specify the condition under which personality traits will predict performance in a particular job (Tett & Burnett, 2003). Tett and Burnett (2003) turn around the relationship of the person and the situation, not looking at the personality and then the situation, but rather look at how the situation affects the personality we portray, implied in the name "the interactionist model". The core of the model, as they define it, is a concept called "trait activation", which is the concept that Judge & Zapata (2015) adopted for their article. The trait activation concept holds that: "The behavioural expression of a trait requires arousal of that trait by trait-relevant situational cues." (Tett & Guterman, 2000). Meaning that it is the situation, and not the person, that is the initial moderator in which traits are possibly activated by the person, based on his or her propensity. This can be understood as a "press" exerted by the situation "to behave in trait-related ways" (Tett & Burnett, 2003). This press is by Tett & Burnett (2003) argued as the concept of "situation trait-relevance" (Tett & Guterman, 2000). The concept holds that the situation signals which trait is relevant through cues (Tett & Burnett, 2003). The situation trait-relevance concept is crucial in defining performance, as

performance is the employee's ability to read the cues of a work situation proficiently and translating them into the best suited, or relevant, work behaviour via his or her traits. If this work behaviour is valued, then the employee is said to perform (Tett & Burnett, 2003). The term "situation" in the work setting is by Tett and Burnett (2003) divided into three; organizational, social and task. Each of these three settings emit trait-relevant cues that moderate the amount of suited personality traits the employee can use forming his or her work behaviour. The three can be understood as filtering processes, related to the appropriateness of the subject's personality traits. If the employee has a big arsenal of situational relevant traits, the response can be varied and will have a higher likelihood of being met positively by co-workers. Reversely, if the employee does not have the skills and experience to translate the situational cues into a fitting work behaviour, or if the employee does not hold the fitting personality traits, this is translated into a bad work behaviour.

The interactionist model came as an answer to the consideration of situation that many of the trait-performance scholars have raised [e.g. (Barrick, et al., 2001), (Judge, et al., 2002) and (Stogdill, 1948)] addressing the situational application of traits in the performance-personality context. By conceptualising the interactionist model, Tett and Burnett break down the factors moderating valued work behaviour through situational trait-relevance and trait activation (2003).

The approach this thesis takes in answering its problem formulation is based on Tett and Burnett's view point that formed the interactionist model. The thesis is built up around a thorough analysis of the situation: the SME in the construction industry. This is done based on the assumption, that the more known the situation is the smaller the uncertainty is regarding the situation's cues in the organisational, the social and the task setting. The lower uncertainty results in a theoretical better fit between the proposed personality connected to the demands of the situation. Said plainly the interactionist model enable a breakdown of the situation, resulting in an understanding of its inherent demands permitting a better personality fit. In a practical implication, the interactionist model permits a better recruitment fit of SME leaders in the construction industry.

Judge & Zapata (2015), as aforementioned, combined the two frameworks, situational strength and trait activation, as a method of creating a higher validity related to job performance prediction. They propose a model of their own, wherein the two [trait activation and situational strength] are included as moderators – they call it *The Personality-Situation Interactionist Theoretical Model*. Judge & Zapata's (2015) model, was the most contemporary model found through the systematic literature review, but also the model, that tested the additional models [trait activation and situational strength] combined with the FFM in practical use. Judge & Zapata found that the variable reflecting both the trait activation and the situational strength "(...) explain[ed] to a significant degree the validity of the Big Five [FFM] in predicting job performance".

## 10. Data collection

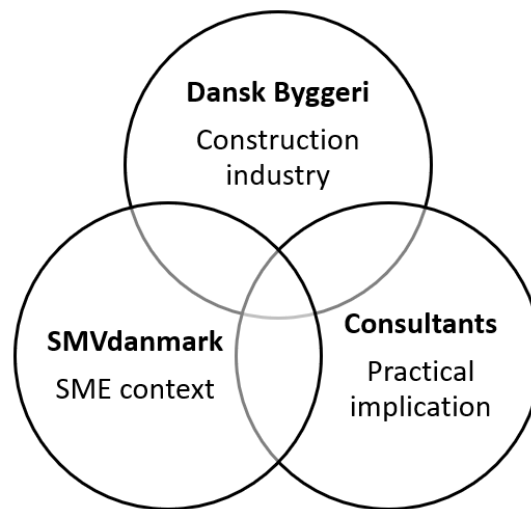
This thesis's data is a series of qualitative semi-structured interviews. The aim of this short chapter is to align the reader with the objectives of the data collection. Both the selection of the interviewees and the method of writing the semi-structured interview (chapter 5.2.2) are integral in securing the quality of the data gathered. As specified in the readers manual, the collected data ought to be an extension of the problem formulation's research questions – in doing so, this thesis is no different. The initial three research questions presented in the problem formulation, see chapter 0, govern the direction of the interviews' questions. This is done to enable the discussion and, possibly, the answering of the final two research questions. The final semi-structured interview guide used during the interviews can be seen in appendix 17.1. The interviews were recorded and can be listened to, they are attached to this thesis. A transcription of an interview was made due to a technical fault and can be read in the appendix 17.4.3.

### 10.1 Interviewee selection

Being a qualitative inductive research, the selection of interviewees greatly affects the theory i.e. the product of the inductive study. During the initial analysis and the literature review allot of industry stakeholder were found, these included a vararity spanning from the state over consultant companies to NGOs, each with a unique perspective or knowledge. As the thesis has inherent limitations, only a selected few could be chosen for interviews. The aim of the interviews was to form the most up-to-date-, SME-focused-, in-depth- and holistic data for comparing. The initial analysis provided up-to-date information of the SMEs' situation, but lacked in-depth details, for example the applicability of state programs in a practical context. The literature reviews provided in-depth data creating a fuller picture, but lacked SME-focus for some topics, and were time-bound. The time aspect meant that national socio-economic development could have shifted the context from which data was extracted for the article, affecting the articles applicability to address some aspects of the research. The interviews' purpose was to address this knowledge gap, bridging theory and practices, past and present, to create an up-to-date, holistic, in-depth and SME-focused thesis.

The selection of interviewees was made based on the knowledge gained from the initial analysis and the literature review. During the PESTEL, a number of NGOs kept popping up in searches of the SME context. SMVdanmark or SMEdenmark, was one of those. Another major player in the Danish construction landscape is the Danish construction association known as Dansk Byggeri. Dansk Byggeri has an industry-wide focus. Last, to give inside knowledge on the construction SMEs' challenges from a practical perspective the consulting business was considered a viable option. Between the three, the SME-context could be described; balanced, in terms of different perspectives on the SME-context; fairly, as the interviewees had an interest in the SMEs succeeding as businesses; and lastly, detailed, as the interviewees held a unique knowledge due to their position. Figure 5 represents the

interviewees position relative to the thesis research area, and how they combined can describe the context holistic.



*Figure 5 - Representation of the interviewees position and knowledge/expertise*

### Dansk Byggeri

The Danish Construction Association is an NGO, that represents close to 6000 members. The members are employers within the construction industry, spanning from micro companies to major contractors. Their members are from different trades, with 29 different trades represented, all of which are part of the construction industry. Dansk Byggeri provide their members with the best possible conditions by “(...) securing competitive collective agreements, providing service, bringing political influence to bear and by participating in the political debate.” (Dansk Byggeri, 2018). Within Dansk Byggeri, two interviewees were selected. First, the department of “courses and development” was chosen as the most relevant. This was done based on the assumption that this department held the most knowledge on the practical problems faced by the SMEs. This was indicated by the courses Dansk Byggeri provides resonate with the SME’s challenges found during the literature reviews, resulting in a, possibly, bigger contact surface with the the SME in that specific department. Second, the interviewees were selected based on their listed expertise, position, experience, and a background check using LinkedIn, see appendix 17.5 . The two selected were chief of development Bo Neville and chief consultant Ask Hesselager.

### SMVdanmark

Like Dansk Byggeri, SMVdanmark is an NGO. SMVdanmark represents around 80 sectors of trade and 20.000 members including members in the construction trades (SMVdanmark, 2018a). SMVdanmark was considered relevant, as they consistently popped up during searches for the PESTEL-analysis for this thesis, and as a result have been used to portray the macro-environment affecting the SMEs. Until 2017 SMVdanmark was known as the council of crafts [Håndværksrådet], and have come to include NGOs such as Ejerlederne [the owner managers] implying its focus on the smaller companies (SMVdanmark, 2018b). All of which indicates that SMVdanmark holds a unique position and knowledge that can be seen as

adding a perspective to the portrayal of the construction SME. Three employees were chosen based on, again, their listed expertise, position, experience, and a background check using LinkedIn, see appendix 17.5 . Unfortunately, the SMVdanmark-employees, were a struggle to communicate with, resulting in, firstly, only two were willing to be interviewed, leaving Thomas Birger Hansen and Kristian Brædstrup Bech, and secondly, only Thomas Birger Hansen showed up for the interviews, as Kristian had ceased to reply by emails and by phone. As a compensation Thomas Birger Hansen allowed for the interview to run over one and a half hour, rather than approximately one hour as promised by the researcher.

### Consultants

Consultants, in general, hold a special position where they are invited into the “engine room” of companies to help set an improved course. This means that the consultants hold knowledge of an insider with an outsider’s overview. This makes them experts on the practical implication of macro-, industry- and market changes. The challenge was to find consultants that held knowledge in the SME context. Based on a personal connection, an opportunity arose where a consultant with a speciality in owner-managers could be interviewed. Susanne Lyngs, owner manager of Lyngs Management (Lyngs Management, 2018) was the first interviewee. Her speciality in owner-managers would imply that she held unique knowledge on the implications of being an owner-manager and the demands of them. The second interviewee was found using key search words (SME, consultant, courses owner manager etc.), Pluss was found during such a search, with a course for owner-managers (Pluss, 2018). Pluss was contacted and an interview was set up with SME specific consultant. The employee was Lars Fjalland. Both consultants were checked using LinkedIn to assess their credibility as interviewees, see appendix 17.5 .

## 11. Data analysis

The data gathered from the five interviews are massive. Therefore, this chapter will take on the form of a summary of the findings. This summary will then enable the reader to understand the coming discussion-chapter, where both the personality of SME-CEOs and the SME-context will be combined. If the reader wishes to listen to the interviews, the audio recordings are available as attachments to the thesis. Herein lie an amount of the dependability principle attached to Lincoln & Guba's alternative criteria for qualitative research (1985). The summary is divided into two parts: external and internal governing the point of views as well as the SMEs' ability to affect the conditions. The two parts are then again divided into sections that focuses on a single, specific thematic to maintain a flow and an overview of the collected data.

Some of the questions, and therefore the data, were asked to support the use of models such as Porter's five forces and the SWOT. This was done to develop the most thorough picture of the SME-segment in the industry. The Porter analysis will be presented at the end of this chapter, whereas the SWOT analysis will be presented in the next chapter, see chapter 11.2 .

During the interviews, the SME leader was referred to, both as a leader but also as an owner manager (Lyngs, 2018). This opens up a question of how these two leader-types differentiate. The other interviewees spoke of the SME leaders in a general fashion, meaning that both managing owner and non-owners managing were considered. Regardless of the companies' ownership the context spoken into by all interviewees is one of SMEs. The SMEs are this thesis' research area, and the effect of ownership-type is not, hence, this discrepancy will not be considered further. The interviewees were asked about the SME definition – the size of the SMEs', which the interviewees worked with, were under 100 employees, and typically even under 30. This affects the validity of this SME-study, so that the study is applicable only for SMEs under 100 employees.

### 11.1 Summary

#### 11.1.1 External

Overall the complexity of the modern construction industry has risen, as addressed by three out of five interviewees directly. The reasons being; the bureaucracy has risen, due to the rising number of rules, for example the building regulations, or the change from one systems to another with an added complexity, for example the SFB-system to BIM 7AA or the ISO-certification (Hesselager, 2018); the digital tendering system is cumbersome and heavy on documentation (Hansen, 2018); the administrative burden has grown with the rising interest in sustainability, along with an increase in documentation-demands e.g. health and safety and quality (Neville, 2018).

The market-competition for the SME's is tough, as stated by four out of five (Fjalland, 2018a) (Fjalland, 2018b) (Hansen, 2018) (Hesselager, 2018) (Neville, 2018). Neville adds that the competition for the smallest companies is reduced compared with the bigger SMEs (Neville,

2018). Because the smallest companies sell their service based on another sales principle, which Neville term “relations-sales” [for SMEs up until 25 employees (Neville, 2018)]. The principle covers two things, that the size of the customer and the size of the company goes together, and that sales are facilitated through references. Through an anecdote, Hansen (2018) explains the power of references - through a period of time a local contractor ended up having done work on most of the residential street’s houses based on word of mouth (references). This means that the smaller customer, typically private, will select the smaller SMEs based on other criteria than just price (Neville, 2018), Hesselager (2018), Lyngs (2018) and Fjalland (2018b) agrees with this. Neville, elaborates, that the private customer applying the relations-sales, choses based on criteria such as a feeling of safety or confidence (Hesselager, 2018), proximity in terms of distance and moral as well as empathy - Lyngs (2018) adds culture, personal preference, the way the task is performed, maybe quality and the amount of service. The fact that customers chose on other criteria than price, means that the competition is weaker “(...) if you have your empathy, an understanding of the customer’s preferences and requirements, your professional expertise and skill – then, a continuous drive exist.” (Neville, 2018), implying that a demand will always be present. The medium-sized SME, compete on other terms, as they are oriented towards bigger clients. The bigger clients apply a formalised tendering procedure. In the medium size-segment the competition is based on the selection criteria of the tender (Hesselager, 2018), implying that the competition is higher since the criteria are not based on the relations-sales principle.

The characteristics of the modern construction industry are, a need for being developmentally-ready [udviklingsparate] - “(...) which is a bit of cliché as the industry has been a conservative industry for many years”, along with an aim for improving the productivity, to use digitalised tools, improved leader competences and employee involvement (Hesselager, 2018). Hansen (2018) adds that a professionalisation must occur if the construction companies wish to remain competitive. Also, the companies need to improve their capabilities in documenting their internal processes (Hansen, 2018). The industry’s fragmented nature with unique projects and the fact that the industry is somewhere between a service- and a production industry, means that economy of scale is difficult to establish (Neville, 2018). The industry’s risk willingness is high (Hesselager, 2018) (Fjalland, 2018b) “[there exist a notion] that if you use risk-management you are a sissy and don’t belong in the industry” (Neville, 2018) – the turnover in the industry is enormous, with a low profit “that’s potentially a lethal cocktail” (Neville, 2018). Competent employees appear to be an industry-wide scarcity, with five out of five interviewees pointing that out. Though, the activity level in the industry is high right now, the bankruptcy-rate is still large (Hansen, 2018) (Neville, 2018) (Hesselager, 2018). That indicates that the competition is fierce (Neville, 2018).

The SME, specifically, need to digitalise, if they don’t, they will miss out on a lot of business opportunities (Hesselager, 2018). The SMEs in the construction industry, in general, have a strategy of increasing the novelty of their services, rather than specialising or consolidating: The idea is that the customer can be kept with the company, regardless of the kind of work that needs doing (Neville, 2018). Reversely, Hansen (2018) point out that due to the



industry's raised complexity, the SMEs might have to consolidate: "they [the SMEs] will either have to partner up [to meet the demands] or specialise, and enter [projects] as some sort of subcontractor." Lyngs elaborates on Neville's point, pointing out that a lot of SMEs try to differentiate themselves from others by specialising, but that many SMEs are increasing their novelty of services, and through that try to stand out - supporting Neville's point (Lyngs, 2018).

Innovation in the industry is by the interviewees addressed differently, some express a view that the industry can be considered innovative, others point out how the industry is not (Fjalland, 2018a) (Fjalland, 2018b), Hesselager (2018) adds that parts of the industry are innovative. The ones that feel the industry is innovative, talk of innovation in relation to operational innovation - where the creativity of solutions on projects are considered innovative (Lyngs, 2018) (Neville, 2018) (Hesselager, 2018), product-innovation in the industry is considered high, for example, windows, facades etc. (Hansen, 2018) (Fjalland, 2018b). Doubts on the industry's degree of innovativeness were raised "Is the construction industry first movers? No, I don't think so [laughing]." (Fjalland, 2018b). The crafts that make up the construction industry, is for the most part old, which makes them rich on traditions or tradition-bound (Neville, 2018), implying that they are not innovative. Digital innovation was pointed out as something the SMEs have benefitted on, exemplified as GPSs in the vans and digital business records (Neville, 2018). Overall, the smaller companies in the construction industry are not considered innovative in their business model (Neville, 2018) (Fjalland, 2018b) (Hansen, 2018). Fjalland point out that innovation is simply not a concern for SME leaders (2018a), though, Hesselager (2018) posits that some of the SMEs are more innovative than the rest of the segment and the general construction industry.

Concerning the SMEs' political support there are varying answers, some of the interviewees felt that the SMEs have sufficient support, others that the support could be targeted better. The need for competent employees was pointed out as a problematic area, for example Fjalland (2018a) felt that the politicians debate and articulate the topic frequently, but there is a lack of action - Hansen (2018) concur with the employee competences being a problem area needing political addressing. Politically the area of bureaucracy is one that is sought reduced in relation to SMEs, which is a good thing (Fjalland, 2018a), though areas such as, administrative burden and financing could benefit under an intensified political interest (Hansen, 2018). Lyngs (2018) point out that the political focus on the SMEs, has become much too general. The individual SME is often still individuals and not a company as such, therefore, to have general rules and regulation apply to all Danish companies, regardless of size, can be counterproductive (Lyngs, 2018). Neville (2018) point out that the state's supply contracts [indkøbsaftaler] are moving away from the SMEs (presumably based on the qualification demands). The bigger state funded constructions are sent out for RFQ (request for quotation) in so large packages that nearly no Danish companies, let alone SMEs, can qualify for the work (Neville, 2018), Hesselager concur with this (2018). The tax deduction rule, relating to private consumers, has been a positive implementation for the SMEs (Hesselager, 2018). AB18 is pointed out as another plus, with an alleged easier use - though, Hesselager questions whether AB18 actually is easier (2018).



The effect of the SMEs' economy as a driver of development is significant (Hesselager, 2018). The take on development, though, seem to be different based on SME-size. The big SMEs budget development as part of their strategy and the smaller SMEs do not (Hesselager, 2018). If the smaller SMEs spend money on courses it is often practical/operational - an example was given that this could be taping of vapour barriers (Hesselager, 2018). The construction industry, generally, is sensitive to economic fluctuations - the SMEs, specifically, were considered even more vulnerable economically (Hansen, 2018) (Neville, 2018). The SMEs vulnerability was made clear during the financial crisis, as exemplified by Neville, in that period, the SMEs experienced extreme difficulties raising external capital (2018) (Lyngs, 2018).

The ability the SMEs have in relation to raising capital, has been tested as of late. The banks are considered the primary creditors (Neville, 2018). The Danish Growth Fund are an option in raising capital, but it is seldom used, as a bank loan is just as viable an option as the fund (Neville, 2018). "The SMEs build up, earn money, get a line of credit in the bank, and then lease." (Neville, 2018). As the smaller SMEs are often personally owned, the owners mortgage their personal real estate to raise capital for the SME (Hesselager, 2018). A linear relationship seems to exist between the granting of loans and the size of the company, therefore, does the SMEs have a disadvantage (Hansen, 2018). This disadvantage can also be seen as a big discrepancy between the interest rate on line of credits based on company-size (Hansen, 2018). The effect of the financial crises on the SME have established itself as a defensive psychology where the SMEs "bolster" themselves economically (Lyngs, 2018). "In relation to the banks, the SMEs have had a hard time, an unreasonably hard time." (Lyngs, 2018).

#### 11.1.2 Internal

The SMEs are characterised by their main focus, which is their professional expertise and skill (Hesselager, 2018) (Neville, 2018) (Fjalland, 2018a) (Fjalland, 2018b), that is directly related to their pride (Lyngs, 2018) (Hansen, 2018). Also, they typically have a centralised decision process, with a "strong" leader/owner (Neville, 2018). Concerning the SME business aim the answers were varied. Based on Hesselager's understanding, the SME from 10-20 employees up to around 40 are only concerned with business survival (2018). The SMEs growth and rise as a company, can take its outset in a fortuitous situation, where the company had hired additional employees to meet the demands of a bigger project, implying that the employment growth was not based on a conscious strategic choice (Hesselager, 2018). "There is a lot of debate, that the SME have to expand and develop" (Hansen, 2018) in that relation Lyngs points out that, the debate and reality are two different things, a lot of SMEs are fine with what they have, they do not wish to expand, others do, but it's still up to them "(...)we have to respect that." (2018). Hansen posits that the construction industry SMEs seldom consider themselves as growth-companies [vækstvirksomheder] (2018), and Neville specify that the SMEs that dream of creating a major company are few, because people know that the inherent industry-potential is smaller than that of the IT industry, for example (Neville, 2018).

The SMEs typical problem areas can be boiled down to communication-issues (Hesselager, 2018), Fjalland concur with communication being a major issue (Fjalland, 2018b). Also, Fjalland (2018a) (2018b) point to four problem areas when the SMEs wish to grow: strategy, organisation, business and leadership. Other problems that Fjalland and Pluss encounter are related to the “Mercedes-wheel” see, annex 18.1 . The wheel is concerned with the prioritisation of time and effort in connection to SME-leadership. The wheel considers three aspects: management, leadership and specialist, between them the leader must prioritise, if he or she prioritises wrongly, the SME suffers in some way or form (Fjalland, 2018a). The SME come with strong professional capabilities connected to their trade, “(...) but leadership, the business and the development of that business has, traditionally, not taken up much [time, relating to prioritisation].” (Hansen, 2018). The SMEs in the construction industry have a problem in relation to acquire competent personnel as stated by all - even though the recruitment of quality personnel is a specific focus for the SMEs (Hansen, 2018). Branding and marketing were mentioned as areas of weakness (Hansen, 2018) (Lyngs, 2018), which is problematic since Fjalland pointed out that branding and marketing is a way to help customers distinguish the SMEs (2018a) - Fjalland further point out that the SMEs’ homepages are sometimes un-updated with a page called news, where the latest “news” is four years old “Come on!” (Fjalland, 2018b). In relation to marketing: “They [SMEs] are not great communicators, they just want to do a skilled piece of work” (Hesselager, 2018).

The SMEs leaders are of varying quality (Hansen, 2018) “some are really skilled (...) others don’t have a clue what they are doing.” (Hesselager, 2018). Fjalland adds that the general competence level of SME leaders is not very high, with the construction industry, in particular, having an even lower competence level (2018a). Lyngs (2018) holds a different perspective. Lyngs posits that the SME-leaders are skilled - their drive, will and commitment towards the SME is big, which means that they can bridge competence-problems, when they lack the specific skill (Lyngs, 2018). Hansen supports Lyngs pointing out that during the establishing-phase, the SME leaders drive along with a need for professional skills, and expertise are the most important facilitators of a successful SME (2018). In the SME the leader is both role model, chief strategist, salesman, do the accounting, coordinator and the motivator – the smaller the company is the more roles the SME leader has (Hesselager, 2018).

The SME leader is often a personification of the company, meaning that the SMEs’ values are the SME leaders’ personal values made operational (Fjalland, 2018a). Fjalland elaborates that the SME leaders’ position and importance mean that a direct relationship exist between the SME leaders’ personal development and the SME’s corporate development (Fjalland, 2018a) (this relationship is explained in Pluss material which can be seen in annex 18.1 ). The SME leaders are of upmost importance as a facilitator in the SMEs meeting the demands of the modern construction industry (Hesselager, 2018) and to drive innovation (Hansen, 2018). Hansen point out that the leaders often are the differentiating factor when the good SME is distinguished from the lesser SME (2018). The SME leaders were associated with a lack of communication skills (Hesselager, 2018). The SME leaders are often very skilled in their respective trade and act as a specialist in the company, they are seen as creative in

relation to product- and concept development, but lack a deeper understanding of the benefit of leadership (Fjalland, 2018a). The SME leader expect results sooner than what is possible, not understanding that leadership takes time (Fjalland, 2018a) (Lyngs, 2018). The often-centralised leader must be the one to drive “(...) the team and the spirit, and to lead and divide [referred to as work/tasks].” (Neville, 2018). Lyngs point out that the SMEs, through their leaders, have a natural focus on the individuals in the organisation, sometimes even to a point where the SME leaders are “(...) too good [flinke] to their employees.” (2018). The SME leader is seldom reflective on the processes being conducted in the company, rarely asking “why” (Lyngs, 2018).

The SMEs can be considered agile (Hansen, 2018), as the “distance” from thought to action is considered small (Lyngs, 2018) (Hansen, 2018) – if the SMEs can see the benefit (Fjalland, 2018a). The agility further makes them ready to embrace changes (Hansen, 2018). Lyngs view the SME leaders as more pragmatic, with an “trial an error principal” to them “(...) if this does not work, then they try something else.” (Lyngs, 2018). Across the interviews, and in the interview (Lyngs, 2018), some debate on the SME openness to experience was conducted. The interviews as a whole gave the impression that the SMEs apply a sort of trade-off principal, concerning the potential benefit of something new and the time needed to be taken out of the budget to do so (Lyngs, 2018) (Hesselager, 2018), if a clear potential is not apparent they simply discontinued the route taken (Fjalland, 2018a). The agility of the SMEs was seen as a facilitator in the effort of being innovation (Hansen, 2018), implying that the SME have a potential edge over the bigger companies. The agility of the SME was again facilitated by good leadership (Hansen, 2018).

The current roll that innovation play for the SMEs was by Fjalland considered minor, but in the years to come, could be on the rise (Fjalland, 2018b). Hesselager points out that the SMEs that are more innovative than the rest, work actively with employee-retention, development, with furthering employees’ education and commitment to strategic company-level collaboration (2018). Hesselager specify that innovation comes out of an environment that is “(...) safe [trygt] and trusting/confidential [tillidsfuldt]”. Hesselager elaborates that the innovative environment is facilitated by time and a consistent group of employees (2018). Hesselager further point out that the way contracts/tendering [aftaler] is made, moderate the innovativeness, due to agreement for example being based on lowest price (2018). Neville imply that little business innovation exists in the SME segment: “There exists a high degree of homogeneity among the skilled trades [håndværks] SMEs, if they were more innovative in a business sense, we would see more heterogeneity (...) – that’s difficult to spot [their heterogeneity].” (2018).

The construction industry’s sensitivity toward economic changes result in demand fluctuations. The fluctuations facilitate themselves in two thematises in the SMEs: staffing and managing the project portfolio. Both Hansen (2018) and Lyngs (2018) speaks of the project portfolio as a field of concern. Hansen point out that the SME, recently, due to the spike in demands have felt a pressure to take on projects beyond their capacity and competence due to the lack of skilled workers (2018). Lyngs, point out that scaling of the

activity level, both in term of staff and projects, are done at a too slow pace (2018). The SMEs react rather than being proactive in scaling based on the industry's demand fluctuations (Hesselager, 2018) (Lyngs, 2018). Fjalland, reversely, posits that the construction SMEs are good at scaling their company based on demand fluctuations by firing staff "which is easy [for construction companies]" (Fjalland, 2018a). Through Lyngs and Hesselager, the scaling was seen differently, in that firing staff was done as a final solution due to the SME leaders feeling of personal responsibility toward the employee (Lyngs, 2018), along with the connected loss of knowledge and competences, for example supporting innovation (Hesselager, 2018).

The SMEs are difficult to differentiate from each other (Hesselager, 2018), with a great homogeneity in profiling approach (Neville, 2018) (Fjalland, 2018a), but the SMEs try to differentiate themselves (Lyngs, 2018). There exist a lot of marketing opportunities related to social media (Hansen, 2018) (Fjalland, 2018a) (Fjalland, 2018b). In facilitating which SMEs perform well and which do not, the SME leader is an important figure (Fjalland, 2018a) (Hansen, 2018), and the leaders drive on behalf of the company (Lyngs, 2018), along with a high degree of employee involvement – leveraging the employees expertise and experience (Hesselager, 2018), though, Fjalland (2018b) point out that the SME leaders are challenged in involving personnel, based on industry culture.

In terms of the SMEs needs, the interviewees pointed out that the needs differentiate allot based on size. Firstly, both SMEdenmark (Hansen, 2018) and DanskByggeri (Hesselager, 2018) (Neville, 2018) weren't concerned with the actual SME definition "The SME designation is far out [helt ude i hampen] (...)we go up to 100 employees [not 250 employees]" (Hansen, 2018). The SMEs' needs become very different over the course of development and inherent size (Fjalland, 2018a). The formalisation need is progressively related to the SMEs size (Hesselager, 2018) (Hansen, 2018). With size raising, horizontal layers are added to the company structure (Hansen, 2018) (Neville, 2018) (Fjalland, 2018a), increasing the need for communication and skilled employees (Hansen, 2018), and leadership (Lyngs, 2018) (Fjalland, 2018a). The push for more formalisation can also be in vain and even cost the SME-companies their life (Neville, 2018). Both Lyngs and Fjalland, point out the psychological toll it takes on the SME owner when he/she must share their company with employees and when leaders are hired and the SME leader must divide his or her sovereignty power (Lyngs, 2018) (Fjalland, 2018a). During the development of the business, the culture and internal climate in the SME can change dramatically challenging core company beliefs (Lyngs, 2018) (Neville, 2018).

### 11.2 Porter's five forces model

The framework of Porter is used to assess the attractiveness of an industry or market in terms of its potential profitability. The framework is constructed based on five components; the potential entrants and the threat of them entering the market; the suppliers and their bargaining power; the buyers and their bargaining power; the substitutes and the threat of them substituting the construction industry's product; lastly, the fifth and final component is the competitive rivalry, which is affected by the four other listed components. (Johnson, et al., 2017)

Porter's five forces model, see Figure 6, is used in this thesis to assess the competitiveness of the SME market and to focus the collected data in accessing aspects of the market. The five forces in Porter's model, will be covered below, and collectively be summed up at the bottom of this sub-chapter.

#### Potential entrants

All interviewees, but one, point out that the market entrance barrier is low. "If you have a van, a saw and a screwdriver, then you're up and running." (Hesselager, 2018). Fjalland, adds that the barriers can be considered even lower if the SME seeks help during the establishment-phase, pointing out that there are plenty of programs to aid companies establishing themselves (2018a). Hansen point out that though the barriers are low, once you get into the market the demands regarding documentation, customer requests etc. are daunting (Hansen, 2018). Lyngs' view on the market barriers is different, it's concerned with the demands on the newly established SME - much like what Hansen (2018) described (2018). Lyngs sees the demands as part of the establishment-phase and part of the industry, and these demands are tough and complicated - she further points out that competent employees are a problem to come by, which hampers the forward directed drive during establishment. Neville, point out that economies of scale are hard to establish in the construction industry, due to the industry being one that is somewhere between a production- and a service industry, and that the employees are the production (2018). The SMEs were described as quality oriented (Fjalland, 2018b), and skilled in terms of their trade (Fjalland, 2018a) (Lyngs, 2018), implying that SMEs market compete on skills of trade (Neville, 2018). The established well run SMEs applying the concept of "relations sales" (Neville, 2018) compete on other criteria, where their local reputation in terms of references is an important factor (Hesselager, 2018) (Lyngs, 2018). The SMEs reputation is built over time, therefore, will new entrants aiming for customers applying relations sales have a disadvantage. The threat of entrants is connected to the macro economy (Hansen, 2018). The current economic climate might encourage craftsmen to register a company – striving for more personal freedom (Hesselager, 2018) - raising the threat of entrants.

Based on the interviewees overall answers the threat of potential entrants entering can be considered moderately high. In challenging this it must be mentioned that the regulatory demands of newly entrants are high, along with a potential experience- and reputation gap of new entrants.

### Substitutes

The substitutes are concerned with whether a product or services of proximity to the existing can be delivered by competitors at a price- or performance advantage. The substitutes aspect is connected to other industries substituting the products of the industry in focus. (Johnson, et al., 2017). The construction industry is special as it provides its customers with both a product and a service (Neville, 2018), this means that the substitute aspect is connected to two aspects rather than one, making it more complex. Industries capable of substituting the construction industry was not identified, though, Fjalland, through an anecdote, pointed out that 3D printing of houses was coming, but that the current importance of such innovation was minor (Fjalland, 2018b). As no contemporary substituting industry were pointed out, the construction preparedness regarding potential future substitutes can be assessed. Neville commented on the novelty of the SMEs' business concept in a context of innovation: "There exists a high degree of homogeneity among the skilled trades [håndværks] SMEs, if they were more innovative in a business sense, we would see more heterogeneity (...) – that's difficult to spot [their heterogeneity].", and further pointed out that the industry is rich on traditions or tradition-bound (2018). Fjalland (2018b) and Hansen (2018) agree that the smaller companies in the construction industry cannot be considered innovative in their business model.

The substitute threat can be considered low with no direct substitute threats. Internally, in the industry, concepts such as facility management are on the raise, potentially readdressing the price/performance ratio, such concept are an extension of the construction industry and not a substitute.

### The power of the buyers

With a high homogeneity of the SME construction companies' businesses (Neville, 2018), very little keeps the clients from selecting another company. The SMEs up to around 25 employees were said to sell their services through relations (Hesselager, 2018) (Hansen, 2018) (Fjalland, 2018a) (Lyngs, 2018), and that this method of sales was reserved, primarily for private clients (Neville, 2018). In smaller communities, the reference system is strong (Hansen, 2018) (Neville, 2018) (Lyngs, 2018). The preference of the customer was said to be connected, among others, to a fear of choosing a craftsman that is a "rascal [røver]" (Neville, 2018). For the SME in a smaller community, it seems that their reputation is a key factor for being selected for the private customer. The SMEs' reputation, though, can be tarnished easily, therefore, their advantage in relation to recruiting customers is connected to their ability to manage their reputation through satisfying customers - which is said to be a strength of the SMEs' (Hesselager, 2018) (Lyngs, 2018). For the bigger SMEs, the competition is based on market conditions (Neville, 2018), and they compete on the tender criteria set for each project (Lyngs, 2018) (Hesselager, 2018).

The power of the buyer is considered medium to moderately high for the private customer, as the company with a good reputation hold a higher bargaining power. If the SMEs are considered beyond their reputation – their businesses' homogeneity mean that there is little consequence in switching from one SME to another. For the SME not applying relations sales



the prices are governed by the SMEs risk-willingness, which is considered high (Hesselager, 2018) (Neville, 2018), again favouring the buyer rather than the SME. For the SME not applying relations sales, the power of the buyer is considered absolute.

#### The power of suppliers

The suppliers in the construction industry are big and concentrated (Neville, 2018). With the current demands high, the suppliers have a lot of leeway, exemplified by Hansen with concrete element deliveries currently (2018). The suppliers are said to be innovative (Fjalland, 2018a) (Hansen, 2018) and their novelty of products raise, for example, in terms of sustainability with its raising demand (Fjalland, 2018b). Neville assessed that the SME in connection to the suppliers were being “squeezed [klemte]” (Hesselager, 2018), adding that he saw indications that the suppliers actively obstructed work to strengthening the bargaining power of the buyers (SMEs) (2018). Neville further assessed that the SMEs could benefit from going into cooperative purchasing associations, but the SMEs are not skilled in this respect (Neville, 2018). “It’s all about volume” (Hesselager, 2018), implying that SMEs do not buy at a sufficiently large bulk to qualify as to having an advantage (Lyngs, 2018).

The bargaining power, quite clearly, lie with the suppliers, resulting in the supplier having a close to absolute power over the buyers (SMEs). Moderating the suppliers’ position of power are the number of suppliers producing and selling products of equivalence. A lot of the most common products sold by the suppliers – for example windows, bricks, concrete etc. - are produced by other manufacturers, resulting in supplier competition, and therefore giving the buyers an opportunity to bargain.

#### Competitive rivalry

Innovation, in connection to differentiation, is a method for sending a product or service on the market that is more desirable to the customer. Innovation in the SME context was seen as connected to operational innovation, for example doing things differently during construction and rethinking established concepts, such as removing the roof to gain access (Lyngs, 2018) (Neville, 2018) (Hesselager, 2018). In terms of business innovation, the SMEs were considered lacking by the interviewees (Fjalland, 2018a) (Fjalland, 2018b) (Hesselager, 2018) displaying a high degree of homogeneity (Neville, 2018). Thus, to the customer there is little difference from one carpenter to another besides what they specifically can offer, if their reputation is not considered, they will have to compete on price. The smaller SMEs competing based on relations sales will have an advantage, as the customer is concerned with other criteria than price (Neville, 2018) (Hesselager, 2018) (Lyngs, 2018), meaning that the price/performance ratio is challenged as these SMEs can be seen as to hold a performance advantage. The SMEs that does not compete on relations sales, compete openly on the classical tendering criteria with an inherently higher competition in terms of the price/performance ratio (Neville, 2018). With the salary being a substantial part of the production of building, the fixed cost relating to producing buildings are massive (Neville, 2018). Reducing the cost of producing building are further complicated, as economies of scale are hard to establish in the industry - let alone benefit from (Neville, 2018).

The competitive rivalry in the SME construction industry is considered fierce, with only the relations sales moderating the competition, giving the smaller SMEs a slight advantage on the private market. For the SMEs as a group the competition can be considered absolute.

#### The competitive forces combined

With each of the five forces described using the interviewees statements, the forces can be combined, indicating the industry's attractiveness in terms of its profitability. Figure 6 portray the relationship the forces have in indicating the overall industry's attractiveness. The likeliness of potential entrants entering was considered likely, the suppliers bargaining power was considered high, and so was the bargaining power of the buyer, no apparent substitutes were located, but the potential for substitutes becomes likely in the future with robotics and 3D printing developing. Concludingly, the general industry is governed by a fierce competition, only moderated slightly by the smaller SMEs ability to sell to clients based on other criteria than the price. The attractiveness of the industry is considered low. That said, the amount of new entrants are many, potentially drawn by the wish for freedom and the chance to do a skilled piece of work (Hesselager, 2018) (Hansen, 2018) (Lyngs, 2018).

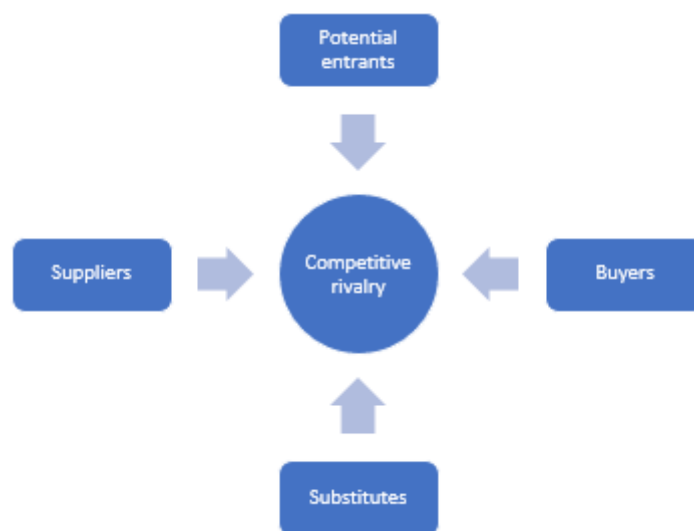


Figure 6 - The Five Forces Framework, own making based on Johnson, et. al., 2017



## 12. Results

This thesis aims to match the SME leader's competencies with the requirements of the construction-SME's context. To enable a matching of the SMEs' requirements with the SME leader's competencies, the various situations that characterise those requirements must be found. To do that the SWOT analysis will be used. The results derived from the data collected are the situations that signify the SME leader's most significant demands. At the end of this chapter, to set-up the results in a manner that makes it useful in a discussion, the data and theory will be analysed using the SWOT framework based on an approach adopted from Khan (2018). Khan (2018) matches the external threats and opportunities with the internal strengths and weaknesses, to address how the internal characteristics can moderate or facilitate the external challenges. Thus, the aims of this chapter are to address the construction SMEs' challenges and opportunities, as well as creating a basis for the discussion on the demands of the SME leaders, and how their competency can act as a facilitator in their SME addressing those challenges and opportunities.

### 12.1 SWOT

The SWOT is a four-part analysis parted in an internal- and an external perspective. The SWOT reflectively looks at the opportunities and threats of the external environment comparing them with the company's strength and weaknesses (Johnson, et al., 2017). The method chosen for the SWOT is that of Khan (2018). Khan uses the framework to create strategic recommendations for the Iranian compressed natural gas industry, Khan's SWOT matrix in Table 12, portrays how the external- and the internal perspective can be combined in portraying the operational relationship.

	<b>(S) Strengths</b>	<b>(W) Weaknesses</b>
<b>(O) Opportunities</b>	<b>(SO) Strengths-Opportunities</b>	<b>(WO) Weaknesses-Opportunities</b>
Combination description	Operationalise strengths to exploit opportunities	Exploit opportunities to overcome internal weaknesses
<b>(T) Threats</b>	<b>(ST) Strengths-Threats</b>	<b>(WT) Weaknesses-Threats</b>
Combination description	Operationalise strengths to reduce/avoid threats	Minimize weaknesses to avoid threats

*Table 12 - The SWOT matrix, with pairing description, based on Khan (2018)*

For this thesis' SMEs' internal strength and weaknesses and external opportunities and threats are derived from the interviews and listed below. The matchings of the SMEs'

external- and internal challenges and opportunities are made on a subjective basis. The matchings will be discussed further in the discussion chapter.

### Strengths

1. Agility (fast decision processes and change prepared) (Hansen, 2018) (Neville, 2018)
2. The leader has a good sense of the company (Hansen, 2018) (Lyngs, 2018)
3. Proximity to the customer/relations sales (Hesselager, 2018) (Neville, 2018) (Hansen, 2018)
4. Leaders drive and desire on behalf of the company and ability to make a difference (Lyngs, 2018) (Hansen, 2018) (Fjalland, 2018a) (Lyngs, 2018)
5. High expertise in respective trade (Hansen, 2018) (Fjalland, 2018b) (Fjalland, 2018a) (Lyngs, 2018)
6. Quality oriented (based on their expertise) (Fjalland, 2018b) (Lyngs, 2018)
7. Risk willingness (Neville, 2018) (Hesselager, 2018) (Fjalland, 2018b)
8. Are skilled in collaborating based on structure and culture (Neville, 2018)

### Weaknesses

1. Employee retention (Hansen, 2018)
2. Poor understanding of the benefit of (strategic) leadership (Lyngs, 2018) (Fjalland, 2018a)
3. Varying leader competences related to leadership and administrative tasks (Hansen, 2018) (Hesselager, 2018) (Fjalland, 2018a) (Fjalland, 2018b)
4. Low formalisation of processes (coordination/communication, risk management and documentation) (Hansen, 2018) (Hesselager, 2018) (Fjalland, 2018b)
5. Business branding and marketing (Fjalland, 2018a) (Fjalland, 2018b) (Hansen, 2018)
6. Aligning the employees with the leader's vision (Fjalland, 2018b) (Lyngs, 2018)
7. Not innovation oriented (Fjalland, 2018b) (Fjalland, 2018a) (Neville, 2018)
8. Slow in adjusting to industry activity (employees) (Lyngs, 2018)

### Opportunities

1. Networking (partnering, subcontracting) (Hansen, 2018) (Neville, 2018)
2. Specialising (subcontracting) (Hansen, 2018)
3. The bigger cities have a high demand for craftsmen (Hansen, 2018)
4. Sustainability (Fjalland, 2018a) (Fjalland, 2018b) (Hesselager, 2018)
5. Proximity trend (trading locally, understanding the customer) (Hesselager, 2018)

### Threats

1. Professionalisation (business, documentation, processes) (Hansen, 2018)
2. Complexity of the contemporary construction industry (Hesselager, 2018) (Hansen, 2018) (Neville, 2018) (Lyngs, 2018)
3. Employee shortage (quantitatively and qualitatively) (Hesselager, 2018) (Fjalland, 2018a) (Hansen, 2018) (Lyngs, 2018) (Neville, 2018)
4. Business homogeneity (Neville, 2018) (Fjalland, 2018a) (Fjalland, 2018b) (Hesselager, 2018)
5. Demand fluctuations (Lyngs, 2018) (Neville, 2018)

For this thesis, the SWOT framework has two functions. First, it will be used to identify the most significant external factors, marked with a fat outline, see Figure 13, appendix 17.1 . The most significant external factors are signified as the two external factors with the highest number of interconnections based on Table 12. The most significant (referred to as prioritised) external factors are:

#### Threats

1. Professionalisation (business, documentation, processes)
2. Complexity of the contemporary construction industry
4. Business homogeneity
5. Demand fluctuations

#### Opportunities

1. Networking (partnering, subcontracting)
2. Specialising (subcontracting)
4. Sustainability

The method with which the combinations are constructed is based on a subjective assessment. This will portray the most exploitable opportunities and biggest threats the SME is faced with. These factors are then regarded as the most challenging for the SME leader in leading the SME company and must be prioritised.

The other function is the operational, portrayed in Figure 7. With the understanding of which external factors are the most significant, found in Figure 13, appendix 17.1 , a further prioritisation can be made. This prioritisation signifies which internal strengths and weaknesses are the most important in meeting the prioritised threats and opportunities found in Figure 13, appendix 17.1 . Their importance is signified as their ability in meeting the highest amount of prioritised external threats and opportunities. The most significant (referred to as prioritised) internal factors are:

#### Strengths

1. Agility (fast decision processes and change prepared)
7. Risk willingness
8. Are skilled in collaborating based on structure and culture

#### Weaknesses

3. Varying leader competences related to leadership and administrative tasks
4. Low formalisation of processes (coordination/communication, risk management and documentation)
7. Not innovation oriented
8. Slow in adjusting to industry activity (employees)

The matchings of the prioritised external factors with internal, based on Table 12, makes them operational. This means that the SME can take action based on the interconnection e.g. by moderating the impact of the external complex construction industry (T2) with the use of the SMEs' internal strengths in collaborating (S8). These operational matches can be

understood as having the highest payoff, as they address the SMEs' biggest external challenges.

The operational matches will form the basis for understanding which demands are made on the SME leader, and how the leader's personality can act as a facilitator in the SMEs' success. The aim of this SWOT is not to solve the interconnections made, it is to understand what these interconnections will demand of the SME leader's personality. The found interconnections will briefly be described allowing for a thorough discussion in the next chapter on how these discussed factors and connections affect the demands on the SMEs' leader.

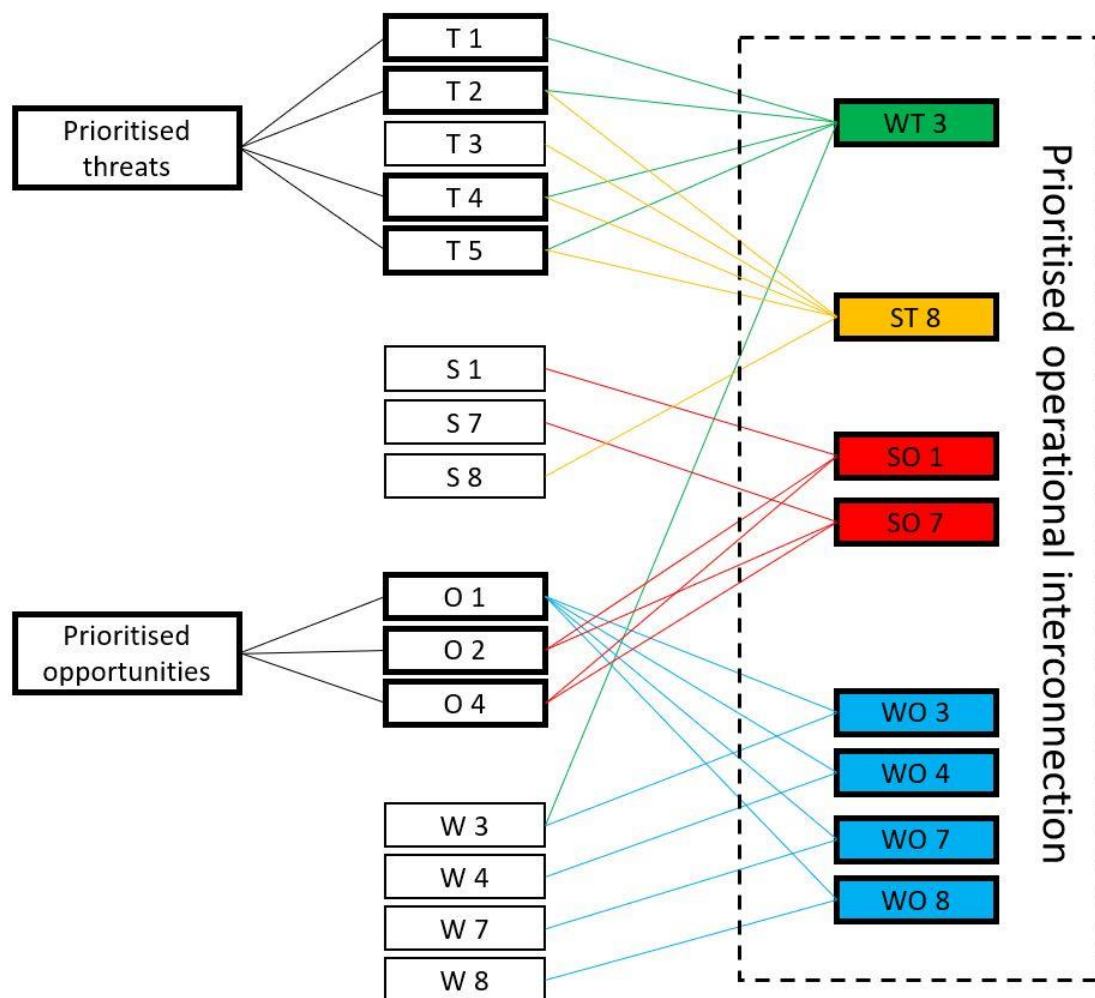


Figure 7 – The SWOT matrix with prioritised interconnection

### 12.1.1 Operational results

The matchings are made based on Table 12, and are the researcher's subjective assessment.

#### Weakness-Threat 3

(W3) Varying leader competences related to leadership and administrative tasks – (T1) Professionalisation (business, documentation, processes), (T2) Complexity of the contemporary construction industry, (T4) Business homogeneity, (T5) Demand fluctuations

The varying leader competence-weakness is the weakness with the most interconnections in the SWOT analysis, signifying the gravity of the factor. Based on the demands of the external environment, the SME leader's competence requirements are raised (Hansen, 2018) (Hesselager, 2018). The risen demands stem from the increased complexity of the contemporary construction industry (Flyvbjerg, et al., 2002) (Larsen, et al., 2016). The industry's complexity results in rising demands in terms of professionalisation, in terms of documentation, the need for establishing formalised processes (Neville, 2018) and a professionalisation of the business, for example acquiring a professional board or prioritising strategic leadership (Price, et al., 2003) (Love & Irani, 2004) (Fjalland, 2018a) (Fjalland, 2018b) (Hansen, 2018). As the construction industry currently experience a rise in the demands for their products and services, the SMEs' ability to manage their portfolio well becomes important (Neville, 2018). The SME's skill in managing them is questionable, due to their characteristically low formalisation of processes (Hesselager, 2018). With a centralised decision process around the SME leader (Lingard, et al., 2015) (Neville, 2018) and the SME leader's often taken on a role as the direct sales person (Lyngs, 2018), the SME leader becomes a personification of the portfolio management. With varying leader competences, the project uncertainty is seen to rise.

#### Strength-Threat 8

(S8) Are skilled in collaboration based on structure and culture – (T2) Complexity of the contemporary construction industry, (T3) Employee shortage (quantitatively and qualitatively), (T4) Business homogeneity, (T5) Demand fluctuations

The SMEs' are skilled in collaboration (Neville, 2018) based on their inherent qualities; their size, resulting in a clan culture (Lingard, et al., 2015) (Lyngs, 2018); their structure, with a centralised decision process (Lingard, et al., 2015) (Neville, 2018) – subsequently developing into agility (Hansen, 2018). Resulting in the SMEs being skilled in collaboration (Neville, 2018).

The SMEs often feature as subcontractors on bigger contracts (Hansen, 2018) (Kristiansen, et al., 2005). Here the collaborative effort is crucial (Neville, 2018). The collaborative qualities of the SMEs' are a valuable asset in projects execution, but can also be utilised in meeting the complexity of the contemporary construction industry. The complexity of the contemporary construction industry (McAdam, et al., 2010) (Staniewski, et al., 2016) can be meet, as collaborative relationships can benefit the parties in terms of risk sharing, their access to innovation, their agility, their resource efficiency and their ability in meeting client requirements (Akintoye & Main, 2007). With a pressure exerted on the SMEs in a subcontractor role by the main contractor (Neville, 2018) and the client (Dainty, et al., 2005), the SMEs must be more flexible (Neville, 2018) (Dainty, et al., 2001). This pressure and the need for flexibility require personnel, which is a current industry shortage (Lyngs, 2018) (Hesselager, 2018) (Neville, 2018) (Hansen, 2018) (Fjalland, 2018a) (Dainty, et al., 2005). The employee shortage, though, can be meet through collaborative efforts (Akintoye & Main, 2007), which is a strength of the SMEs'. As the construction industry experience large fluctuations in product demands, their portfolio management is challenged (Lyngs, 2018)

(Neville, 2018). The effect of those demand fluctuations can be moderated by collaborative relationships (Akintoye & Main, 2007), with an increase in their ability to be flexible. This flexibility relates to the possibility to borrow and lend employees to collaborative partner companies. Lastly, the business homogeneity of the SMEs (Neville, 2018) (Fjalland, 2018a) (Fjalland, 2018b) (Hesselager, 2018) can possibly also be combated, through innovation (Love & Irani, 2004), which subsequently is facilitated by collaborative relations (Drejer & Vinding, 2006), where collaborative skills are required.

#### Strength-Opportunity 1

(S1) Agility – (O2) Specialisation, (O4) Sustainability

The SMEs' agility is combined with opportunities that involve a measure of innovation, which require change preparedness and fast decision processes. This combination can be argued as crucial based on Staniewski, et al.'s (2016) and McAdam, et al.'s (2010). They point out that the contemporary construction industry compete on criteria such as knowledge, intellectual capital, skills and innovation, and in order to stay competitive the SMEs, even in a higher degree than the bigger companies, have to be agile.

Specialisation, though, pointed out by Neville (2018) as something the SMEs do not do, is by Hansen (2018) pointed out as a necessity as the SMEs often, on bigger projects, are forced to feature as subcontractors (Kristiansen, et al., 2005), requiring a degree of specialisation (Lyngs, 2018). For the SMEs to start a specialisation, innovation is argued as a facilitator - though Rasmussen, et al. (2017) points out that the construction industry innovate based on regulatory demand, rather than out of free will (Hesselager, 2018). Fjalland (2018a) (2018b) argues that the SMEs, in a proactive push, can catch an opportunity by innovating in a sustainable direction. With McAdam, et al.'s (2010) pointing out that knowledge, intellectual capital and skills have become an industry competitive criteria, the employees of the SMEs become important in an innovative sense (Hesselager, 2018). The employees are then a critical success factor in the contemporary construction industry as they hold a lot of knowledge and expertise (Lyngs, 2018).

#### Strength-Opportunity 7

(S7) Risk willingness – (O2) Specialisation, (O4) Sustainability

The industry's reputation as a high risk industry (Borgbo & Petersen, 1997) (Neville, 2018) (Hesselager, 2018) (Fjalland, 2018b) creates an inherent risk willingness among the industry's contractors. This risk willingness can potentially be considered a double-edged sword, but in a positive sense can be a facilitator in grasping opportunities. The specialisation of the SMEs' products or services, could present an opportunity where the company can differentiate themselves from others (Hansen, 2018) (Neville, 2018). The same goes for sustainability, which by Fjalland (2018a) (2018b) presented a great innovative opportunity, and a method, where the challenges of the contemporary construction industry can be met proactively.

### Weakness-Opportunity 3,4,7,8

(W3) Varying leader competences related to leadership and administrative tasks, (W4) Low formalisation of processes (coordination/communication, risk management and documentation), (W7) Not innovation oriented, (W8) Slow in adjusting to industry activity (employees) - (O1) Networking (partnering, subcontracting)

The SMEs' networking opportunity (Hansen, 2018) (Neville, 2018), described by Akintoye & Main (2007) in terms of collaborative relationships, were argued as a method for risk sharing to access innovation, to facilitate agility, to increase resource efficiency and to better meet client requirements.

The low formalisation of the SMEs' processes - resulting in poor coordination and communication, insufficient risk management and poor documentation (Hansen, 2018) (Hesselager, 2018) (Fjalland, 2018b) - can be moderated by collaborative relationships, with its inherent qualities as described by Akintoye & Main (2007). The same goes for innovation and the SMEs' ability to react faster to changes in market demands. Lastly, Hansen (2018) argues that the formalisation demands are moderated when the SMEs enter contracts as subcontractors, rather than as the main contractor, indicating the importance of the SMEs' networking-opportunity.



## 13. Discussion

In this chapter, the most suitable competency profile for a SME CEO will be discussed. The previous chapter's analysis, using the SWOT, found the prioritised interconnections, see Figure 7. These interconnections will in this chapter be discussed, to find out how the SME leader's personality can function as a facilitator of SME performance. The interconnections found will, firstly, be elaborated on to discuss the full width of their challenges, and the SME CEO's responsibilities attached to those challenges. Secondly, those SME CEO responsibilities will be paired with the Five Factor-Models facets. The pairing of the FFM and the CEO's responsibilities are based on Judge & Zapata's (2015), Costa Jr., et al.'s (1991) and Costa Jr. & McCrae's (1992) articles, where the propensities of the FFM's factors and facets are described. The pairing of the interconnections with the FFM is based on the principle of Tett & Burnett's Interactionist Model (2003). The SME leaders' facilitating role is explained to indicate which competencies are needed. As the interconnections are subjectively created, so are the pairings of the interconnections with the FFM's facets.

### 13.1 The SME leader's competency profile

Due to the SME leader's position of influence in the SME, his or her qualities and lack thereof are directly connected to the SME's performance in the competitive construction industry. The prioritised interconnections are seen as the most significant challenges of the SMEs. By understanding the implications of those interconnections, through the discussions created in this chapter, the demands on the SME and the SME leader is tangible.

#### 13.1.1 Weakness-Threat 3

(W3) Varying leader competences related to leadership and administrative tasks – (T1) Professionalisation (business, documentation, processes), (T2) Complexity of the contemporary construction industry, (T4) Business homogeneity, (T5) Demand fluctuations.

##### [Characteristics of the prioritised interconnection](#)

The variance in SME leader-competences found, relating to administrative and leadership tasks, is relative to the SME's size. As the SMEs grow, their demands and requirements in terms of administrative competences and leadership raise. Therefore, the size of the SME company is significantly related to this interconnection. Newly established SMEs do not require the same degree of competences, in terms of the leader's administrative- and leadership skills, but as the SME grow, the SME leaders' lacking competences become a moderating factor on the SME's growth potential.

The professionalisation of the SME is leader-driven, this means that the SME leader is the main facilitator. A professionalisation of the SME's business model, is dependent on setting a direction and course for the future of the company relative to competitors. The course is set by the SME leader, as part of his or her vision for the company. The strategy is then the facilitator of that vision, in order to operationalise the vision. This research states that the SMEs are found to apply little formal strategic management. To drive the professionalisation of the SMEs' business model, strategic management is crucial. Further the



professionalisation includes the ability to document the company's activities and processes. A SME leader that can facilitate rather than moderate this work, would instil conscientiousness and openness to experience as competencies.

The complexity of the contemporary construction industry is high. The complexity of the industry is seen in terms of the increased regulatory demands, that are considered complex and act as a moderating force on the SME's performance. This complexity exerts a pressure on the SME's to conform, but the SMEs experience difficulties in meeting those demands - especially in connection with public contracts. The SME leader can moderate the pressure of the complex construction industry in two ways. The SME leader can create the competences within the company to meet the complexity, or work towards reducing the complexity. To meet the complexity of the industry would require a better mastery of the documentation- and control of internal processes, which would require a representation of conscientiousness competencies. To reduce the complex requirements of the industry, the SME leader would have to reduce the complexity of the company's products and services, thus, creating a focused differentiation strategy for the company. This would require a degree of innovativeness and creativeness, which are propensities of individuals with high representations of openness to experience.

The varying leader competences have been found to be connected to the business homogeneity. The business homogeneity highly affects the competitiveness in- and attractiveness of the industry, as portrayed in Porter's five forces 11.2 . Though, no apparent substitute threat exists, the industry could be blindsided, as their focus is oriented inwards, indicated by their tradition-bound crafts and their low innovation. The SMEs do little in terms of differentiating themselves from other SMEs, resulting in private clients choose based on proximity and references. The SMEs have little influence on client choosing's, leaving their selection, to a large degree, up to chance. The SME leader's competencies should facilitate the creation of a differentiation strategy in terms of either differentiating the company through a focused differentiation strategy or reaching the customer through marketing approaches. Both approaches would require conscientiousness and openness to experience.

Being a discretionary spend industry, the SME-industry's demand fluctuates based on the Kuznets cycle, see PESTEL 6.1 . The SMEs displayed a reactive, rather than a proactive, approach to demand fluctuations, resulting in the SMEs managing their project portfolio poorly. The SMEs' were found to first place their bid on projects, and then consider their resources and how to make a profit, therefore, inviting a high degree of risk and uncertainty related to the projects outcome and the SME's intertwine fate. The SME leader is required to improve the portfolio management. The SME leader must, based on the improved professionalisation of the company, establish formalised processes for managing the portfolio efficiently, thus, increase the certainty of project outcomes and the feasibility of business. To increase the company's chances of establishing these formalised processes, the SME leader would instil conscientiousness competencies.

### Moderating or facilitating leader competencies

Based on the discussed characteristics of the prioritised interconnection their effects in the SMEs are clear. This subchapter will further discuss how the construction-SME leaders' competencies can moderate the effects of the external environment's threats by moderating the SMEs' internal weaknesses, as portrayed in Figure 8.

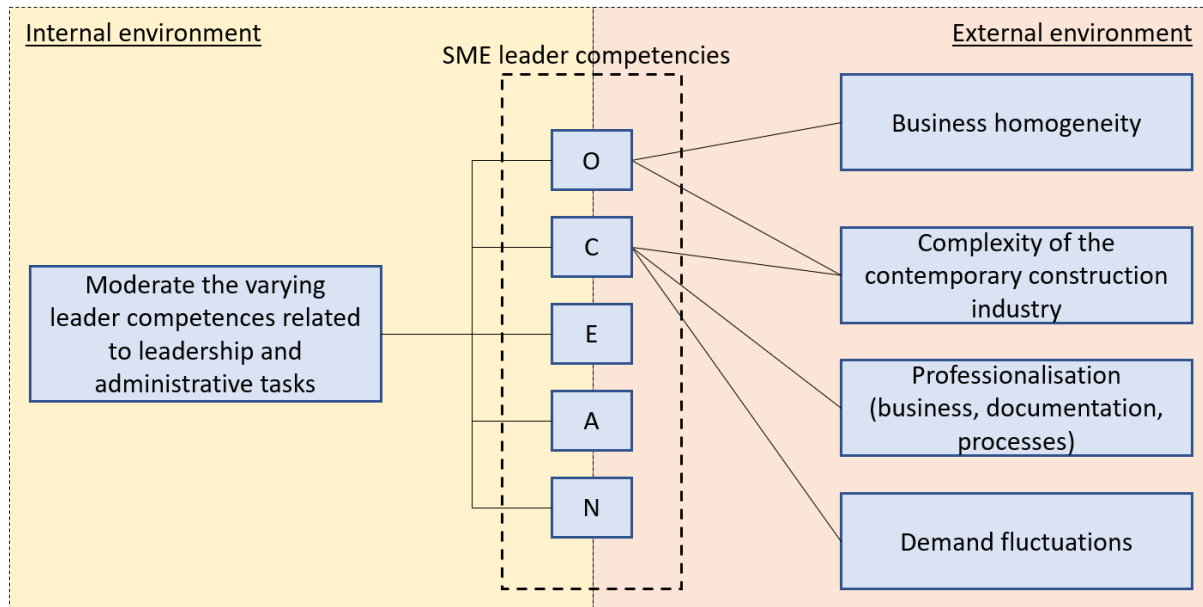


Figure 8 - Weakness-Threat 3 - The moderating effect of the SME leader's competencies

The strategic processes should be driven by a leader with high competencies in conscientiousness. Through an ambition, a will and an achievement striven orientation on behalf of the SME's future, the leader can establish a sustainable competitive future for the company. The strategic process is processes that require thoughtfulness, planning and caution, all of which relate to the facet deliberation which is part of the conscientious competency. Without a clear thought-out plan for operationalising the strategy, and the persistency throughout the process, the cumbersome strategic process and vision behind the strategy will never become a reality. Conscientious individuals are self-disciplined, to which, persistency relate. Conscientious individuals are found, in a higher degree, to apply goals in their work than individuals low on conscientiousness. Goal-setting is an important part of the strategic process, and conscientiousness would, therefore, support the SME leader in his or her strategic work. To support the SME's leader's lone position conscientiousness individuals are self-governing, and work well independently. As the SME leader is the driver of the strategic process, the SME leader is held accountable for the changes being made. Conscientious individuals are reliable, dependable and responsible, thus, complementing the SME leader's accountability in his work with the company's strategy. The documentation and formalisation of the company's internal processes are supported by the leader's conscientiousness. The documentation of the processes is facilitated by the leader's competency of order. Order refer to the leader's ability to keeping

his or her things tidy and well-organised. The leader would have to instil an amount of self-discipline as well. As the documentation process is tedious, the processes could easily be abandoned - persistence therefore is necessary, both in the implementation processes, but also in the persistent use of the system and the dutifulness to actually follow the formalised processes.

Openness to experience is an important competency for the SME leader to possess, as the strategic processes is a visionary process. For the SME leader to create a vision for the company he or she would need a measure of imaginativeness and fantasy, which are facets of openness to experience. To envision a desirable future for the company, and create a strategy for reaching that future, a portion of creativity is needed – represented as openness to experience. To create a sustained competitive advantage, the SME would benefit from approaching the strategic processes with an exploratory and open mind, to not limit the company before even starting the strategic process. The intellectual curiosity of an individual with high representations of openness to experience and their nondogmatic approach, would complement the leaders work with the company's strategy, which requires creativity and an exploratory attitude.

#### 13.1.2 Strength-Threat 8

(S8) Are skilled in collaboration based on structure and culture – (T2) Complexity of the contemporary construction industry, (T3) Employee shortage (quantitatively and qualitatively), (T4) Business homogeneity, (T5) Demand fluctuations.

The SMEs' are skilled in collaborating. Collaboration is here meant as the SMEs' ability to- and skills in participating in larger projects as a subcontractor. Their quality lie in their culture, that is built around a smaller group of employees, creating a feeling of togetherness and clan-culture. Facilitating this is their flat structure, that encourage employee involvement and participation, resulting in an agility connected to project conduct. The SME leader is required to leverage on the SMEs' collaborative skills to reduce the external threats.

#### Characteristics of the prioritised interconnection

The complexity of the construction industry was found to increase the SMEs difficulties in navigating in the market. The bureaucracy has increased, especially in connection to public building project. The public building projects were found to be favourable in terms of earnings. The SME leader, on behalf of the SME, must moderate the industry's complexity. This can be done by either diverting from the projects representing a high complexity, or by entering those projects as a subcontractor in a collaborative capacity, offering a specialised product and service. By entering as a subcontractor rather than as the main contractor, the specific demands and the documentation demands, both in prequalifying for- and in producing the building, are lessened. To leverage on the SMEs' collaborative skills the SME leader must complement this ability, as the SME leader often is a personification of the company, therefore, the SME's- and the SME leader's expertise must complement each other. The SME leader would benefit from having high representations of emotional stability and extraversion.

The employee shortage, in terms of both the qualitative shortage and the quantitative, can be moderated by collaborative efforts. This also account for the demand fluctuations experienced in the industry. As the construction industry is centred around the employee to realise the building, the industry is labour intensive. Due to the construction industry's project driven nature, the projects require a high number of employees, but reversely free up a lot of labour when the projects end. These demand fluctuations, though tried reduced, can be both moderated and leveraged on in a collaborative relationship. With a collaborative relationship, surplus personnel can for a period be transferred to the collaborative company, reducing the fixed cost of one company while bolstering the other company in terms of resources. The company's employees are a sensitive constellation, as they represent the company's growth-history and as a sum presents the company's culture. The transfer of employees to other companies represent lending others part of the company's identity, history and culture. A personnel lending system require a significant amount of trust between the companies that are part of the company relationship. The SME leaders' tasks in this respect is twofold - there is the establishing of the collaborative relationship and then the maintenance of that relationship. The SME would benefit from having an SME leader that is extravert and emotional stable. Due to the construction industry's high competitiveness, the agreeable competency is no suited. The agreeable leader would be well suited for maintaining positive relationships based on his or her modest, cooperative and trusting nature – all well suited for the collaborative relationship. The agreeable leader, though, is cooperative to the point that he or she becomes conflict evasive indicating a position of submission, which would yield poor collaborative relationship results.

Innovation and company size, were found to have a linear relationship, meaning that the smaller SMEs are less innovative than the bigger SMEs. The collaborative relationships, therefore, provide an opportunity in innovative terms. The cost of development and innovation can be shared - reaping the full reward with less capital invested. Development is here seen as the development of the knowledge capital, and innovation is seen as both business-, process- and product innovation. The homogeneity of the SME construction industry can be challenged based on innovative- and developmental efforts. By for example: increasing the novelty of products, improve internal processes, develop knowledge capital, develop new markets or consolidate in current markets, the SMEs can differentiate themselves from their competitors. With the complexity of the contemporary construction industry rising, the importance of innovation and development is raised to support a sustained competitive advantage. The SMEs' innovative capability is connected to the knowledge and skills that is available within the company. By going into collaborative relationships, the company's availability of knowledge and skills are heightened without the cost of hiring personnel. The SME leader would benefit from having a competency that represents openness to experience. The processes of entering these collaborative relationships entails a need for openness - openness in the sense that the SME would both have to learn, but also share. The learning-part of the collaborative relationship is risk-free, but the sharing of company processes and ideas is highly dependent on trust between the parties. The SME leader must be the frontrunner of the company, and he or she would

therefore need to instil the openness to experience required by the entire company. No different to the other threats connected to the collaborative effort, the SME leader would benefit from having an extravert competency.

#### Moderating or facilitating leader competencies

Based on the discussed characteristics of the prioritised interconnection their effects in the SMEs are clear. This subchapter will further discuss how the construction-SME leaders' competencies can facilitate and operationalise the SMEs' internal strengths in collaboration to moderate the effect of the external environment's threats, as portrayed in Figure 9.

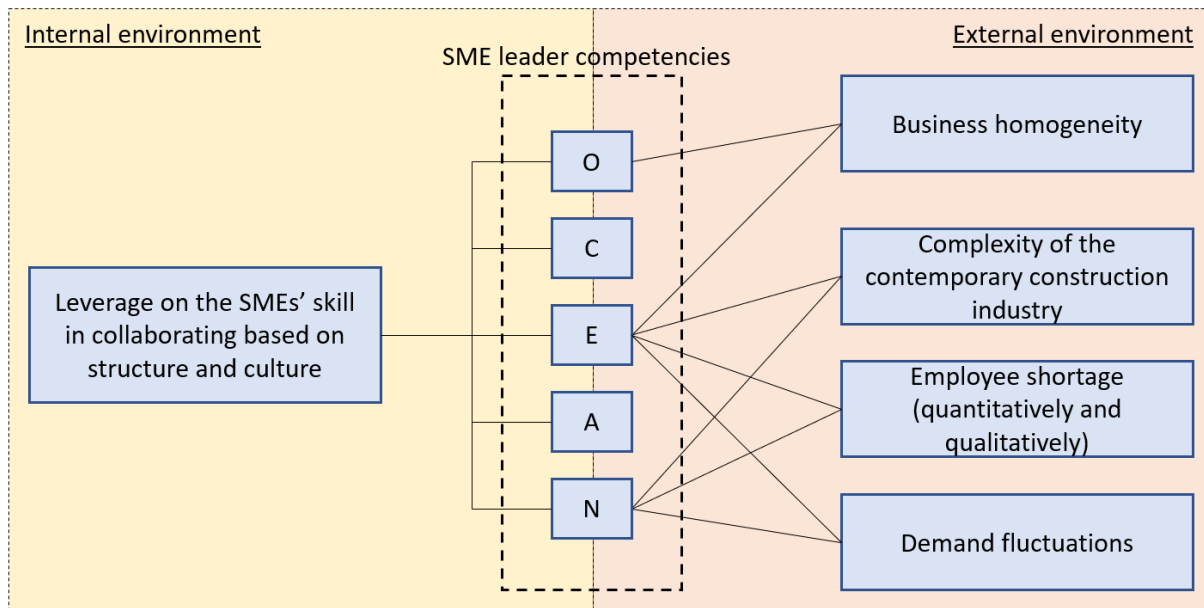


Figure 9 - Strength-Threat 8 - The facilitating effect of the SME leader's competencies

The collaborative relationship, regardless of the threat it is set to moderate, can be facilitated by the extravert leader. The extravert leader is good at creating strong social relations. As the SMEs entering bigger contracts as a subcontractor, their position can often be one where they must balance their interest with the interests of all other stakeholders of the projects. The collaborative effort aimed at innovating and developing the business, or the effort aimed at sharing personnel, and co-ordinate the SME company with other companies. The co-ordinate position requires the balancing of the SME's interest with those of others, requiring the SME leader to manage those stakeholder relations with an amount of emotional composure - something the extravert leader is better at than the introvert. The introvert leader would experience the pressure of other stakeholders as more aggressive than the extravert leader. The extravert leader is, therefore, better at collaborating in a weaker position than the introvert, making an extravert leader a better fit for the SME-company. Also, the extravert's less hostile interpretation of the social environment, offers the extravert a better competency in highly competitive industries such as the construction industry as established in Porter's five forces 11.2 . To further support the extravert SME leader, the leader would facilitate better collaborative results if he or she instilled emotional stability. The neurotic leader would counteract the qualities of the extravert competency by

displaying poor interpersonal skills. The emotional stable leader is less susceptible to the effects of his or her surroundings, portraying a resilience towards stress caused by the collaborative environment and the construction industry's highly competitive market. By better coping with the pressure of the environment, the SME leader can concentrate on serving the SME's interests.

### 13.1.3 Strength-Opportunity 1 and 7

(S1) Agility, (S7) Risk willingness – (O2) Specialisation, (O4) Sustainability

Both agility and risk willingness were found to be related to the two opportunities specialisation and sustainability, as such, the two interconnections are joined in this discussion. The two, agility and risk willingness, represents strengths that can be leveraged on in terms of grasping opportunities: the risk willingness to dare, and the agility to do.

#### Characteristics of the prioritised interconnection

Like the SMEs' collaborative skill is a trade relative to their size, the SMEs are agile to a degree larger-sized companies are not. The SMEs' agility stem from their informal processes, their culture of equality and involvement, and their flat structure around the centralised SME leader. The SMEs' agility was considered a significant strength, in terms of pursuing opportunities. The SMEs' business opportunities can be considered windows of opportunities but with a timeframe. The SMEs' agility is a noteworthy asset in capitalising on the opportunity before the window of opportunity expire.

The SMEs' risk willingness is symptomatic of the construction industry. Though the SMEs' risk willingness is problematic in terms of ensuring the sensibility of business, reversely, the SMEs' risk willingness can be used as a driver of business opportunities. Reflectively it is unknown whether the SMEs' consider their risk willingness an active choice, or it is an inherent industry trade that is not considered. If the SMEs are unaware of their risk willingness, business opportunities could be considered risky regardless of the SMEs' risk willingness, as the opportunities are external to their core business.

The opportunity of specialising is connected to the homogeneity of the industry. As the SMEs' resources are reduced due to their smaller size compared to larger companies, a potential competitive edge arises from focusing the company's resources rather than spreading them thin. As the norm in the industry is to diversify products and services, an opportunity could be to consolidate and specialise. This would mean that the companies' resources could be focused, potentially also simplifying the management of the companies' portfolio. The specialised strategy would theoretically enable the company to raise their quality, as the specialised profile would mean that their product and service could be applied with less uncertainty and more proficiency. Sustainability was found to be a potential opportunity – how the opportunity could be leveraged on by the SMEs though was never identified. This can be taken to indicate the difficulty of innovating, and indicate why the SMEs, across the industry, haven't engaged in sustainable activities. Sustainability, which is a substantial part of the newer building regulation, is becoming regulatory demands – the construction industry's degree of innovativeness was found to be regulatory driven. If the

SMEs wish to leverage on the sustainability-opportunity they must offer a product that is ahead of the regulatory demands. By only complying to the industry standard, the SMEs cannot derive a sustainable competitive advantage. To be on the forefront of the demands would enable the SME to ask a premium price, as their product is considered a differentiator.

The SME leader is required to support the SME's agility. One of the reasons the SMEs were considered agile, was the ability to make fast decisions through the SME leader. As such, the SME leader becomes a bottleneck in terms of making decisions. The alignment of both the SME leader's interests and the company's are crucial to making agile decisions. As the SME leader often is a personification of the company, the leader needs to display the professionalism to reflect on whether his interests are the interests of the company. If the two, the SME leader's interest and the SME's, are not aligned, the SME leader will drag his feet annulling the agility of the company. The SME's agility can further be supported by involving employees as intellectual capital, requiring the SME leader to allow for inclusion and involvement. The SME leaders of the industry were found to be traditional in their approach to employee involvement, with a sharp separation of which tasks are the responsibility of who. Further the company's culture has to support the wish for agility. The informal culture of the SME along with the clan-culture is crucial for the SME leader to sustain. The clan culture is easier for a small company to sustain as they operate with an emotional proximity of personnel, signified by their intimacy. The SME leader will do well to support rather than moderate this culture. For the SME leader to do all of this, his or her competencies would benefit from having high representations of openness to experience and extraversion.

#### [Moderating or facilitating leader competencies](#)

Based on the discussed characteristics of the prioritised interconnection their effects in the SMEs are clear. This subchapter will further discuss how the construction-SME leaders' competencies can facilitate and operationalise the SMEs' internal strengths to grasp and leverage on the external environment's opportunities, as portrayed in Figure 10.



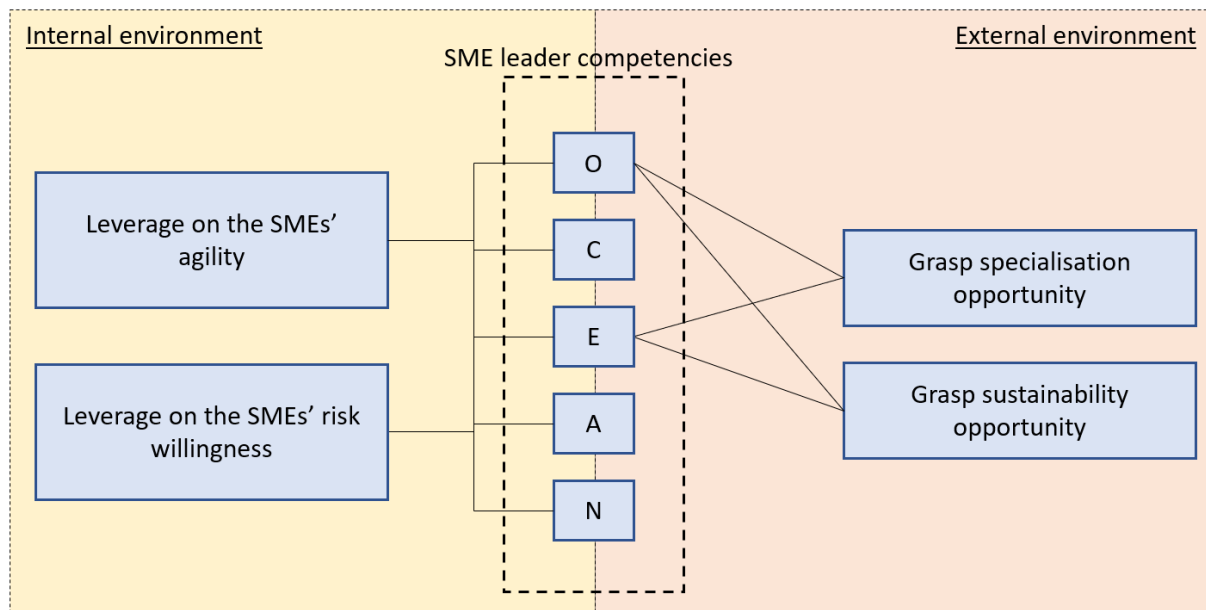


Figure 10 - Strength-Opportunity 1 and 7 - The facilitating effect of the SME leader's competencies

The leader highly represented in openness to experience will be striving for experiences that can enlarge his or her world. The open leader will benefit the company as he or she can act as a catalyst of novelty. For the company that need to innovate its products and services to create a sustained competitive advantage, the open leader is highly useful. The Achilles heel of the leader highly represented on openness to experience is his or her social focus – or lack thereof. The open leader is not a social leader, but a leader concerned with his or her independence to the extent that teamwork is evaded if possible. To counterbalance the less sociable open leader, that must instil the social qualities of an extravert leader. The extravert leader has a propensity to enter into social engagements, and instil a high degree of social attention, making the extravert leader fitting for the inclusion and involvement of employees, but also in supporting the company's clan-culture. Reflectively, the agreeable leader has clear qualities, that could be leveraged on in the creation of an open, trusting and innovative environment. The agreeable leader is warm, trusting and cooperative – all of which would create a well-functioning basis for being creative as a company. The reason why the SME leader should not be agreeable but extravert is the competitiveness of the industry. The extravert leader is better at handling the pressure of a competitive environment, as such is the extravert leader a preferable choice for the SME in the construction industry.

#### 13.1.4 Weakness-Opportunity 3,4,7 and 8

(W3) Varying leader competences related to leadership and administrative tasks, (W4) Low formalisation of processes (coordination/communication, risk management and documentation), (W7) Not innovation oriented, (W8) Slow in adjusting to industry activity (employees) - (O1) Networking (partnering, subcontracting)

The opportunity of collaborative relationships is significant in terms of its interconnection. The collaborative relations enable the SME to lift tasks and processes that could other ways

have felt daunting. During research, it was found that the SME-companies that are innovative and developmentally oriented, are part of collaborative relationships. Therefore, the collaborative relationship can be seen as a facilitator of innovative and developmental activities. The connections are, thus, that the collaborative relationships, through innovative and developmental efforts, can moderate or even eliminate the weaknesses related to challenging status quo.

#### Characteristics of the prioritised interconnection

Through collaborative efforts, the reflective question of “why” can be raised – resulting in open discussions on why the company’s internal processes are not formalised, or more simply, addressing where the difficulties of the processes’ lie. Intellectual capital- and developmental cost can be shared, through which the SMEs can compete on innovation, and be just as innovative as larger companies. The collaborative relationship’s combined resources can moderate the impact of demands fluctuations. By transferring employees, the receiving company can meet their demands, and the employees’ company of origin can, for a period, reduce their fixed costs. The employee transfer opportunity moderates the external threat of employee shortage, as employees otherwise fired can be retained. The collaborative effort’s transfer of employees can, therefore, moderate the impact of demand. Through the open, trusting and confidential relationship, the collaborative partners can share experiences, knowledge as well as learn from each other. All in all - the collaborative relationship can moderate the demands of the contemporary construction industry, which again lessens the impact of leader competence gaps. The collaborative relationship cannot be considered a method for circumvent the leader’s competence variance, however being considered a method for facilitating an improved business platform to build upon.

To realise the networking opportunity, the SME leader must first of all establish the network. The networks of the SME were seen as networks aimed at collaborating on projects, and networks aimed at business development and innovative activities. The parties in the network were not economically bound to the alliance and, therefore, retain their independence. It is the SME leader’s responsibility to form the most suitable alliance. The other companies’ suitability is measured, for example: in terms of their culture; their resources and expertise; their visions for the future; the projects they typically employ and their risk willingness. As part of a company network, the interests of the individual companies must be balanced. The two forms of networks, here mentioned, are aimed at complementing each other, enabling them, combined, to bridge knowledge- and capability gaps. After establishing which companies to include in the network, the SME leader must negotiate the SME’s position relative to the other involved parties. The processes of balancing the SME’s interest with the interest of the other companies is essential to secure a trusting relationship and a collaborative willingness. During the lifespan of the collaborative network the SME leader must represent the company and sustain a reputation of trustworthiness, while investing in the network by applying company time and resources in the collaborative effort.

### Moderating or facilitating leader competencies

Based on the discussed characteristics of the prioritised interconnection their effects in the SMEs are clear. This subchapter will further discuss how the construction-SME leaders' competencies can facilitate the SMEs grasping the external environment's opportunities to minimize and reduce their internal weaknesses, as portrayed in Figure 11.

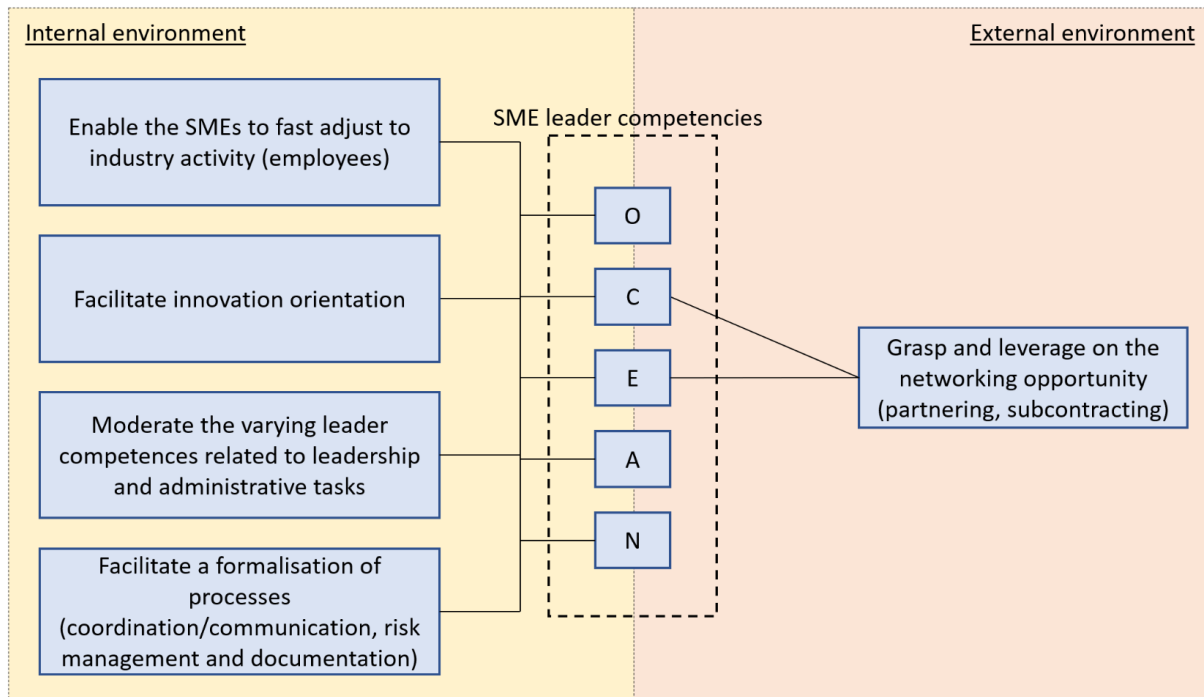


Figure 11 - Weakness-Opportunity 3,4,7 and 8 - The facilitating effect of the SME leader's competencies

For the SME leader to best meet the requirements of the situation he or she is faced with, the leader must instil competencies of conscientiousness and extraversion. The requirements of the project network set higher administrative demands, in terms of order, documentation and dependability, than the developmental network. The conscientious leader has high skills in organising and applying a methodical approach to his or her endeavours. Add to this that the conscientious leader is goal oriented and dependable, reliable and responsible. Therefore, the SME leader with a higher conscientiousness trait is more suited for the demands of the project network. To meet the social challenges of the networks, strong social skills are needed, these are met by the SME leader's competency of extraversion. The extravert trait further counteracts the autonomous wishes of the conscientious leader, balancing the social demands of the networks with the -administrative. The extravert interprets stressful social situations opportunistically – meaning that the social situation is considered to hold potential high rewards. This reward-approach is highly beneficial for the SME leader entering collaborative relationships, as by expecting rewards the SME leader will work hard to enforce his skills in order to get the anticipated rewards. The extravert leader is preferable to the agreeable leader, though both leaders have strong skills in social interaction. The agreeable leader, compared to the extravert leader, perceives stressful- and competitive situations as more hostile, making the extravert leader the better

choice for the competitive construction industry, as found in Porter's Five Forces, see chapter 11.2 . Notice that the agreeable leader can be considered more of a pleaser in the cooperative environment. The agreeable leader is oriented towards evading conflicts in social situations, potentially reducing the SME's chances of getting the full benefit of the networking opportunities, by avoiding unpleasant but beneficial discussions.

### 13.2 Concluding remarks

This discussion on the SME leader's challenges is the basis for answering the problem formulation's research questions. By understanding the facets of the above discussed interconnections, they [the interconnections] can be operationalised through the SME CEO. The operationalisation of those interconnections, through the SME CEO, will then cause the SMEs to perform better. As the SME CEO is the facilitator of the operationalisation, he or she must instil the right competency profile for the SME to reach the desirable situation.

The SME leader was found to need high competencies in extraversion. Collaborative relationships were found to moderate the external challenges of the competitive construction industry and reaching opportunities. The SMEs were found to hold high collaborative skills. To grasp the opportunities of the collaborative relationship, and utilise the SME's collaborative skills, the SME leader is required to have high competencies in extraversion. The construction-SME's industry was found to representing a high business homogeneity due to the SME's lacking ability in differentiating themselves in the competitive environment. To differentiate the SME from others, opportunities had to be grasped. To facilitate the company in grasping those opportunities, the SME leader needs to instil an openness to experience. By allowing for the environment to enlarge the SME's opportunities through an open mind and a sensing nature, the SME can actively chase unknown opportunities, creating a sustained competitive advantage. The administrative demands of the complex construction industry, along with managing the SME's skilfully, requires the SME leader to hold a moderately high competency in conscientiousness. The competitiveness of the construction industry established using Porter's Five Forces, see chapter 11.2 , exert a pressure on the SME and the SME leader. To function well in the industry, the SME leader could benefit from a moderate amount of emotional stability. The emotional stability will psychologically bolster the SME leader, and improve the SME's chance of out-performing competitors. Agreeableness was found to be beneficial in situation of social interaction, but was refrained from in the favour of extraversion. The final competency profile of the construction-SME leader can be seen in Figure 12. The profile is aimed specifically at SMEs and is different to the generic leader profile of the literature review see chapter 9.3 .

Having established what competencies the construction SME leader should have; what implication does this have? Based on the analysis of the SMEs' situation in this thesis, the SME leader competency profile constructed reflects which competencies hold the biggest performance benefits for the SMEs specifically. The profile then can be used in a recruitment perspective, where candidates are interviewed, and potentially tested, up against the profile constructed. In a reflective situation, where the SME leader is already hired, the constructed SME competency profile can be used to reflect upon potential leader

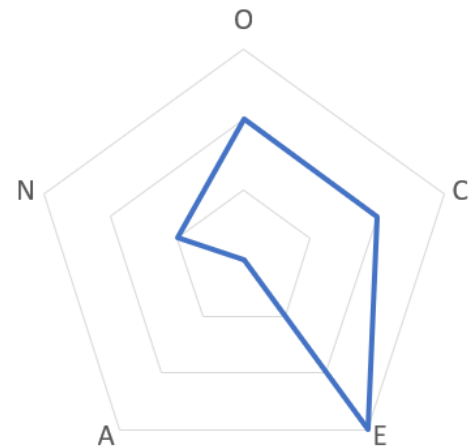


Figure 12 - Competency profile of the SME leader

improvements or alterations in the organization to moderate the impact of competency gaps. As our individual competency profiles are static, to a high degree, competency gaps are a relevant consideration to address. The competency profile of a SME leader is a complex mixture of the "Big Five" traits, this means that people hold a combination of the traits, where the spike in some facets, resulting in other people recognizing that as a person is e.g. extravert or introvert. The traits dependency of the situational cue is substantial, meaning that to bridge competency gaps, the leader must either change his competencies or change the situation. The person already in a leader position, have few options in terms of changing his personality, but can change the situation he or she leads in. By changing the situation, the leader can e.g. enter networks if his or her propensity towards extraversion is great, or reversely, refrain from doing so if his or her propensity is introvert. The situational changes, being the changes in the company's activities, are limited in terms of the company's resources and capabilities. This could mean that the SME leader is constricted in his situational change options. The SME leader could then try to find a counterpart to his or her less suitable competency propensities. This counterpart could be a professional board, or an employee hired to manage social relations if the SME leader is e.g. introvert.

## 14. Conclusion

The thesis's topic was derived from a brainstorm on interesting subjects for the compulsory thesis of the MSc. Management in the Building Industry. An initial problem formulation concerned with the personality of construction-SME CEOs' and how they can facilitate company growth, was made to help scope and direct an initial literature review on the selected subject of interest. The initial literature review enabled a further understanding of the topic facets. The Five Factor Model was arguably the biggest find, as the use of the FFM enables the use of a common terminology, and is connected to an increased validity. The SME's context was analysed using the PESTEL framework - by understanding the current macro environment of the SME's, a holistic understanding was initially established. This enabled a revision of the problem formulation, wherein the growth aspect of the initial problem formulation was taken out and the term personality was changed to the more precise competency. The revised problem formulation would then govern the work related to creating the body of research: the definitions, the background theory and the research-strategy and method. By employing a systematic literature review, the thesis' related topics were researched in detail, enabling a full understanding of the theories' implication on the practical situation. A finalisation of the problem formulation was made, wherein subtle improvement and precisations were made to the research questions, that then directed and framed the following research.

To gain access to the most up-to-date knowledge on the SME's situation, interviews were held with a selection of stakeholders relative to the construction-SME's environment. The data gathered were based on the semi-structured interview design, where the interviewees were encouraged to elaborate on their replies so that the broadest possible amount of data could be accumulated. The interview-guide used during the interviews was refined over several iterations, to make sure that the guide would frame - and not direct - the interviewees' replies. The analysis of the data gathered enabled a marriage of the knowledge and theory gained through the PESTEL and the systematic literature reviews' theory. The data analysed enabled an understanding of the construction-SME's market, by using Porter's Five Forces-model. To find the SME's most significant situations, the SWOT framework was used. By creating interconnection between the SMEs' internal strengths and weaknesses, and its external threats and opportunities, the SME's most significant business situations were found. These situations were then paired with the Five Factor Model's facets, to form the SME leader's required competencies.

Through the discussion of the SME leader's required competencies, the SME leaders were found to require competencies in extraversion the most, with moderately high propensities in openness to experience and conscientiousness. In a practical implication, i.e. the recruitment perspective, SME leader-candidates can be evaluated based on the requirements of the construction-SME's context. This thesis has established that the generic construction SME have requirements that favour candidates with a propensity in the aforementioned facets (extraversion, openness to experience and conscientiousness). For

the individual construction-SMEs this research is generalisable, but as the constructed competency profile is non-specific, this study's validity only applies to the generic SME. To establish the requirements of a specific SME, specific analyses have to be made to understand the specific context that the SME operates in. Due to time limitations, no additional case study was performed.

Reflectively, Judge & Zapata's (2015), Costa Jr., et al.'s (1991) and Costa Jr. & McCrae's (1992) articles used to pair the SME leader's challenges with the FFM traits, were quite basic in their description of the traits characteristics. This meant that the pairing of the challenges and the FFM was less varied than anticipated by the researcher. The root cause of the challenging pairing of situation and personality might not lie with the scholars' descriptive work on the FFM facets, but with the aim of those articles. The aim of especially Costa Jr., et al.'s (1991) and Costa Jr. & McCrae's (1992) work, is one of testing, rather than describing. The FFM was originally designed as a mapping tool of personality, as such this thesis' approach and use is a little backwards, in trying to pair an untested personality based on descriptive works with the characteristics of a job [a situation]. The gap in the FFM's theoretical- versus its practical implication indicates that the FFM is still not a practical tool in matching job performance and personality based on situational characteristics.



## 15. Further studies

This thesis is a product based on the inherent limitations of a master's program, as such, the thesis could benefit from additional time.

The thesis's data was derived from interviews with context-experts, to support the best coverage of the SME environment. The interviewees' contribution to this research, was indispensable to the exhaustive and holistic understanding of the SME's environment. Based on the data gathered, the SME leader's competency profile was constructed. The constructed profile is a general reflection on the generic environment of the construction-SME, as such, the profile relates to no specific company but to all, and thus hold a weaker validity based on the interactionist model. Though the general situation in which the SME leader leads was analysed, the situation is specific to each construction-SME in Denmark.

To validate the findings, the constructed profile should be challenged through several case studies, where the case-companies [situations] are analysed to find their specific strengths, weakness, threat and opportunities. Those companies' strength or weaknesses could be different, and dependent on those, their threats and opportunities might be different as well. The cases specific differences change the basis of what this thesis's competency profile is constructed on, thus, changes the profile.

Secondly, the constructed SME leader profile could function as a reference point for working with the existing SME leader's personality. This reference point could then be use to evaluate the current leadership and suggest ways to e.g. supplement the SME leader on his or her weaker trait-representations. This evaluation would be carried out, again, as case studies, to benchmark the industry's existing leader's personality up against the constructed personality. This method though, is only applicable to the companies that recognise the SME's genric threats and opportunitie and their strengths and weaknesses, as the generic SME leader profile is the product of those. To benchmark a leader profile that does not resonate with the companies' challenges would not be beneficial.

The following case studies can be taken in two directions: a specific standalone case and a comparative case study. The specific standalone case could applying the thesis' principle with the addition of the specific situations' theories, i.e. Tett & Burnett's *Interactionist Model* (2003) and Meyer, et al.'s (2010) *Situational Strenght*. The standalone case would represent a high validty of that specific case, but would not be genralisable. To draw nearer to a generalisable theory on the construction-SME leader's nedded competencies. The cases must, first of all, be similar in terms of their size and, hence, their inherent needs. This thesis established that based on the SMEs' size their challenges are quite diverse, supporting the "Greiner Curver" as presented by Fjalland (2018a), see annex 18.1 . To create a genralisable theory, one would have to select a specific size of SME and compare several cases of this size-segment. That study could then be plotted on a "size-chart" – this process would then be continued for several SME-sizes, hence, map the SME leader's nedded competencies relative to the company's size. The research involved in this would be substantial, and would

demand “maintance” as the SMEs’ challenges are relative to time e.g. in terms of the demands, technology, the political climate and the economy etc.

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## 17. Appendix

### 17.1 SWOT-matrix

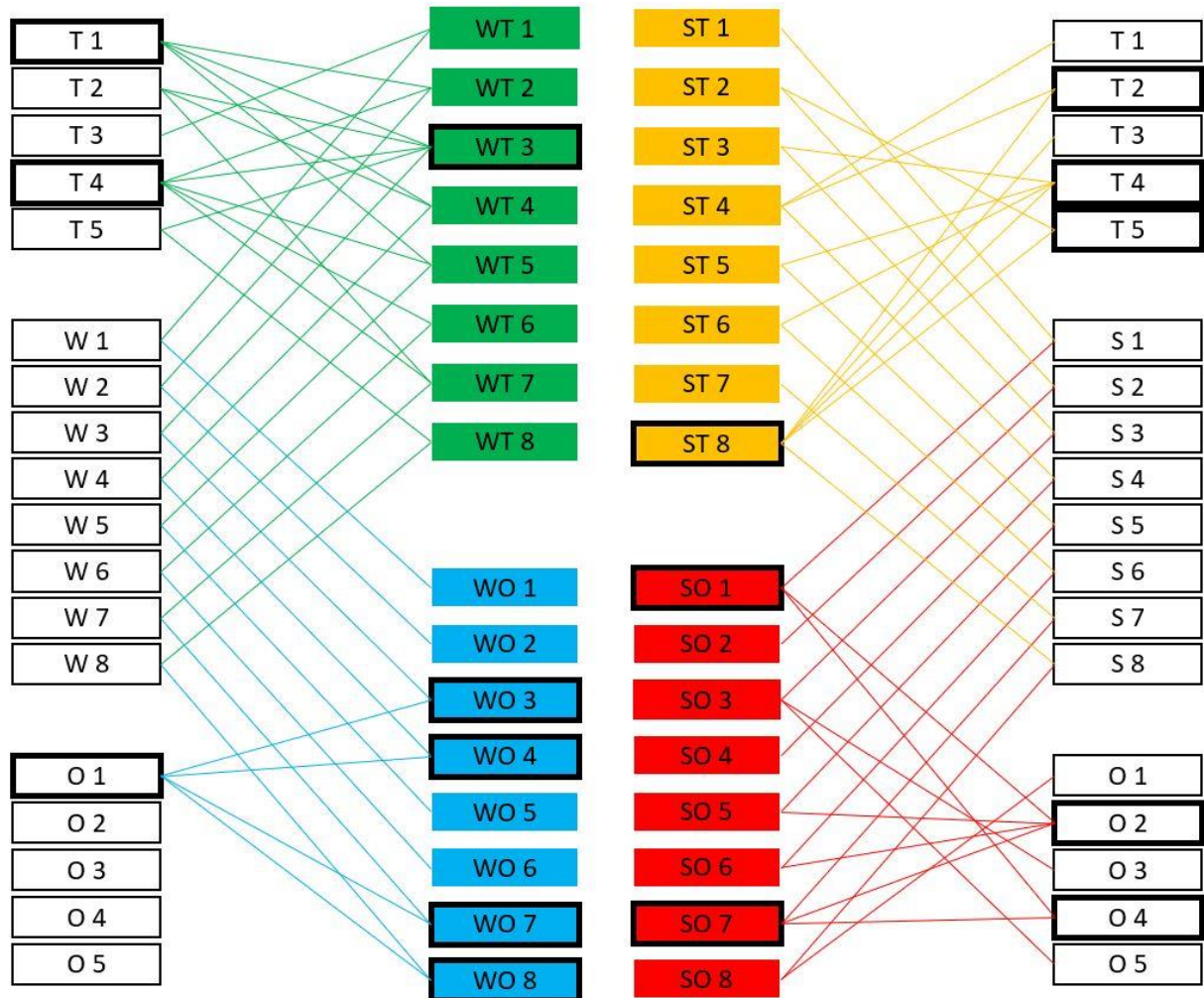


Figure 13 - The SWOT matrix with significant external factors marked

## 17.2 Situational Strength

The context in which the personality assessment takes place is crucial for its validity, as established earlier, see e.g. chapter XX. The situational strength concept addresses this correlation between personality assessment and situation. As Meyer, et al (2010) opens their article: "Situational strength pertains to the idea that various characteristics of situations have the ability to restrict the expression and, therefore, the criterion-related validity of individual differences." Meaning, that dependent on the "strength" of the situation, the validity of the resulting personality assessment lies. Validity of the personality assessment is vital for the practical implication of the Five Factor-Model in a personnel selection situation, as the validity in this context is a synonym for fit. Thus, the fit between job and personality, could depend on the situational strength as a concept.

Mischel is said to be one of the pioneers in the concept of situation strength (Meyer, et al., 2010). His 1968 book: *Personality and Assessment* put emphasis on the strength of the situation in assessing personality: "(...) in an unstructured, ambiguous, or projective situation the person's responses reveal his [or her] basic personality organization." (Mischel, 1968). Mischel's quote underline the concept behind the situational strength, positing that a weak situation, here portrayed as the situations unstructured nature or the ambiguity of the situational cues, reveal the subject's basic personality. The quote also addresses the validity of the classical trait lists, that were developed with non-contemporary concerns for the situation they are derived from, as described in chapter XX. Thus, when personality assessment occurs in weak situations, rather than strong situation, the validity of the personality assessment is increased, as the subject portray their personality with more clarity - Judge & Zapata (2015), describe the effect of weak situations in personality assessment as they "amplify personality-performance validities".

Meyer, et al. (2010) introduces a taxonomy, for the practical application of the situation strength concept. Their taxonomy addresses the situations from four perspective: constraints, consequences, clarity, and consistency, which combined defines the strength of the situation, thus, can be used in specifying the validity of the personality assessment.

Rather than paraphrase and potentially resulting in bias and use of imprecise wording, Meyer, et al. (2010) original definitions of each of the four facets of the situational strength will be used. The definition is followed by an example of the impact each of the four facets have when assessing personality in such a situation.

*Consistency*, "(...) the extent to which cues regarding work-related responsibilities or requirements are compatible with each other." The consistency facet is concerned with the consistency of information the subject can gather on a situation, which help the subject determine the appropriate personality. If, a low consistency exists, the subject will not be able to gather a coherent picture based on the situational specific information, and will likely portray his or her personality propensity. A low consistency creates an assessment that is truer to his or her personality, hence, increase the assessments validity.

*Clarity*, “(...) the extent to which cues regarding work-related responsibilities or requirements are available and easy to understand.” If, there exist a high clarity, due to the unambiguity concerning what is expected from the subject, the subject will likely depress his or her true personality in favour of the personality that is fitting for the specific situation, thus decrease the assessment’s validity. Clarity differ from consistency in that clarity refer to; task related procedures, the cultural cues in an organisation and the task-related doubt the subject has; consistency, refer to the communication of messages across time, personnel, and both intra- and inter organisationally.

*Constraints*, “(...) the extent to which an individual’s freedom of decision and action is limited by forces outside his or her control.” The constraint facet, is controlled by the regulatory constraint the subject experiences in performing job related tasks. Those constraints could come as; specific procedures that has to be followed; behavioural systems related to the conduct of the task; or directing supervision. A situation that is heavily presented by this facet, will constrain the subject from portraying their personality propensity, thus negatively affect the assessment’s validity.

*Consequences*, “(...) the extent to which decisions or actions have important positive or negative implications for any relevant person or entity.” If a high consequence facet exists in a situation, the ambiguity concerning the outcome of the subject’s action is low. The consequence of a situation is a positive in job performance as the uncertainty relating to the outcome is low, but in an assessment context, a high consequence results in the subject not exercising his or her personality propensity, due to their potential outcome. The consequence of a situation was above referred to as a trade-off analysis in a healthy environment, but it can also refer to a trade-off analysis done in an environment where fear of repercussions plays a role.

Judge & Zapata (2015), as aforementioned, combines the two frameworks, situational strength and trait activation, as a method of creating a higher validity related to job performance prediction. They propose a model of their own, wherein the two [trait activation and situational strength] are included as moderators – they call it *The Personality-Situation Interactionist Theoretical Model*. Judge & Zapata’s (2015) model, was the most contemporary model found through the systematic literature review, but also the model, that tested the additional models [trait activation and situational strength] combined with the FFM in practical use. Judge & Zapata found that the variable reflecting both the trait activation and the situational strength “(...) explain[ed] to a significant degree the validity of the Big Five [FFM] in predicting job performance”. And they continue “when the context is theoretically most appropriate (a weak situation and a context in which a trait is activated), the validities of personality are often double what they are in the typical context.” (Judge & Zapata, 2015).

### 17.3 Interview guide

#### Demografiske spørgsmål

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Navn:

Alder:

Køn:

Stillingsbetegnelse:

Varighed af ansættelse:

Tidligere erhvervserfaring(er):

#### Indledende spørgsmål

---

Vil du ikke fortælle mig lidt om, hvad I laver her hos XXXX?

Hvad brænder du for, her hos XXXX?

Hvilken rolle udfylder I her hos XXXX?

Hvad er jeres definition af en SMV?

Hvilken rolle udfylder I for SMV'erne?

Hvad tilbyder I specifikt SMV'erne?

#### Hovedspørgsmål

---

Hvad er den typiske problemstilling SMV'erne kommer til jer med?

- Hvordan kan I hjælpe SMV'erne?

(SWOT) Fra din stol - hvad karakteriserer den moderne byggebranche?



- Hvis vi skal stille skarp på byggebranchens SMV'er, er der så noget der karakteriserer deres styrker og svagheder i den moderne byggebranche?
- Kan du identificere nogle muligheder og trusler byggebranchens SMV'er har?

Sammenlignet med større virksomheder i byggebranchen, har SMV'erne så fordele og ulemper grundet deres størrelse?

- Kan du udbyde det?

Sammenlignet med andre brancher, hvad karakteriserer byggebranchen for SMV'erne?

- Kan du nævne nogle af de fordele og ulemper du ser for SMV'erne i byggebranchen kontra andre brancher?

Indenfor SMV-betegnelsen, er der en stor mængde virksomhedsstørrelser, kan man godt skære over én kam?

- Ville du lave en anderledes opdeling?
- I dine øjne, er der så en grundlæggende forskel på SMV'ernes fordele og ulemper, baseret på deres størrelse?
- Ville du kunne opdele SMV'erne baseret på deres størrelse og det sammenhængende behov?

Kan du fortælle mig lidt om jeres erfaringer i forhold til SMV'ernes økonomi, hvordan påvirker den deres udvikling?

- Hvad skyldes det?

Hvordan er SMV'ernes finansiering muligheder?

- Kan du sætte nogle ord på hvorfor vi har set denne udvikling?
- Er det grundet bankernes (revurderede) forsigtighed, eller SMV'ernes karakter?
- Er der en helt tredje forklaring på de (evt.) ændrede muligheder SMV'erne har?

Kan du fortælle mig lidt om ledelsesformen i byggebranchens SMV'er – hvad oplever I?

- Hvilken indflydelse har ledelsesformen for SMV'erne – oplever I nogle sammenhænge?

Kan du sætte nogle ord på den rolle lederne har i byggebranchens SMV'er?

- Hvordan vurderer du det generelle ledelses-niveau i byggebranchens SMV'er?

Er byggebranchen, helt generelt, innovativ?

- Kan du udbyde det?

Er byggebranchens SMV'er mere eller mindre innovative end den generelle branche?

- Hvorfor gør det sig gældende?

Hvis vi kan snakke lidt videre om innovation - hvilken rolle spiller innovation for SMV'erne?

- Hvilken rolle spiller SMV'ernes ledelse i dette forhold?

Fra dit perspektiv kan du se nogle innovationsmuligheder for byggebranchens SMV'erne?

I forhold til samfundsøkonomien, er byggebranchen en af de brancher der oplever større udsving end mange andre.

- Hvordan administrer byggebranchens SMV'er de udsving?

Kan du, fra dit perspektiv, identificere nogle vigtige succeskriterier der differentiere den gode SMV fra den mindre gode SMV?

(Porter) Hvordan er det at komme ind på markedet for potentielle nystartede bygge-SMV'er?

- Kan du uddybe det?
- (Er det nemt eller svært?)

(Porter) Vurdere du at SMV'ernes mindre størrelse har nogle sammenhængende fordele eller ulemper ift. at få en god pris aftale med leverandører?

- Hvad er de fordele og ulemper?
- (Hvad kan SMV'erne gøre for at udligne det styrkeforhold?)

(Porter) Hvordan er styrkeforholdet mellem SMV'erne og kunderne, sammenlignet med de større virksomheder?

- Kan SMV'erne skille sig ud fra hinanden?

- Mener du at SMV'ernes kunder er klar over, hvem der er dygtige og hvem der ikke er?

(Porter) Der eksisterer f.eks. mange tømrer- og murer forretninger rundt omkring i de små lokalområder – kan du sætte nogle ord på deres eksistensgrundlag?

- Hvordan konkurrerer de?

Hvordan vurder du konkurrence i byggebranchen som SMV'erne opererer i?

Oplever I at SMV'erne har politisk opbakning?

- Vurdere du at den politiske opmærksomhed er tilstrækkeligt?
- Hvorfor?

Door-knob questions

---

Slutteligt - Det er vel en samfundsinteresse at lederne i SMV'erne er så dygtige som muligt, men er det en samfundsopgave?

Hvad ville du fokusere på hvis du skulle starte en SMV i byggebranchen?

- Hvad er ledelsens rolle?

## 17.4 Interview content list

### 17.4.1 Ask Hesselager, 2018

02:42 SMV'ernes problematikker (er i SMV'ernes egen optik typisk praktikaliteter eller simple ting, rod på byggepladsen, lønsedler der er besværlige at lave, mangel på kommunikation fra ledelsen)

05:20 SMV'ernes problematikker i praktiske hovedkategorier (kommunikation, "de 7-strømme")

07:34 Borer i SMV'ernes problematikker (Kommunikation er roden, eller mangel på det)

11:25 Adgang til kvalificeret arbejdskraft er et problem for SMV'erne

13:12 SMV'ernes administrative opgaver som virksomhed og ledernes opgave i den forbindelse (inddragende lederskab, motivation)

14:42 At være leder i den lille virksomhed (mere en understøttende funktion end en styrende funktion)

16:28 Den moderne byggebranche (Forandrings og udviklingsparathed, konservativ branche, produktivitet er et buzz-word, hvor det at skabe trivsel er vejen til produktivitet, lean og trimmet byggeri det handler medarbejderinddragelse, for at imødekomme alle de udfordringer er ledelsen vigtig, ressource based view, digitalisering)

21:17 Den moderne byggebranches karakters indvirkning for den lille SMV (Forandrings og udviklingsparathed, digitalisering)

22:02 SMV'erne og den moderne byggebranche styrker/svagheder (svagheder: kompleksiteten i at bygge moderne, elektronisk udbud, SFB-systemer bliver til BIM 7AA, ISO-certificering Styrker/Muligheder: Bæredygtighed, nærhed, handel lokalt, tillid er blevet en ting igen – kunsten er at udnytte at være nær og kunne for kundes behov bedre, her er de små klædt bedre på, men de arbejder ikke rigtig med det)

25:05 SMV'ernes trusler kompleksiteten ift. regler fx AB18, øget bureaukrati

27:38 SMV'ernes i byggebranchen vs. andre branchers SMV'er (byggebranchen er nemmere at være i, spol til 29:50)

28:29 Adgangen til markedet for SMV'erne (nemt, køb en kassevogn, en sav og en skruemaskine, så er du i gang)

31:00 De latente farer der ligger i det er nemt at komme i gang på markedet (man har de faglige kompetencer men måske ikke de andre) her insinueres at ledelsen i de mindre SMV'er af svingende kvalitet ift. administrative opgaver

31:18 SMV-betegnelsens bredde (små virksomheder er dem under 5 medarbejdere, 10-30 er mellemstore)

33:40 SMV-betegnelsens bredde og de forskellige grupperingers behov (0-10 medarbejder de slås med at de har så meget arbejde og så at bruge deres tid rigtigt og at skaffe en tømrersvend. >10 de slås med at få mellemedere, at få de rigtige kompetencer)

35:30 De helt små virksomheder har ikke tid til efteruddannelse, eller råd til det - afgang af en eller to mand betyder meget i form af produktionskapaciteten

36:30 Betydningen af SMV'ernes økonomi ift. udvikling (stor, de små har fokus på håndværket og bruger ikke penge på udvikling, hvis de gør er det i en praktisk kontekst hvor man lærer at tape dampspærre, mellem-gruppen, det kommer an på hvor professionel ledelsen er, her er mange der ikke har den ledelsesmæssige forståelse af hvad det betyder når vi snakker produktivitet, udvikling her kan efteruddannelse være svaret, de store ved at det er vigtigt, og de prioriterer det økonomisk som led i strategien)

39:00 SMV'ernes finansielle muligheder (enten har du friværdis eller belåner du din private bolig for at generere likviditet)

40:07 Risikovillighed (stor, men det sjældent gennemtænkt, ingen plan B, risikostyring er ikke et anvendt værktøj, ved helt små SMV'er kan mester redde en dårlig byggesag ved at lægge ekstra tid i det)

41:58 Lederens rolle i bygge SMV'erne (Der er forskel på den faglighed man skal have, at være det gode forbillede, en strategisk rolle, gå forrest, sælgeren, den administrative-ansvarlige, den tekniske-ansvarlige, man skal kunne mange ting!)

46:00 De små er overlevelsorienterede

47:20 Ledelsesniveauet i SMV'erne (spredt, der er skide dygtige ledere der er dygtige fagligt, og så er der nogen der ikke aner hvad de laver)

49:00 Der er et kæmpestort potentiale på at lave ledelsesudvikling af de små SMV'er

49:20 Byggebranchen og innovation (Nej, dele er, nogle SMV'er er mere innovative end den generelle branche)

49:50 Grunden til branchen ikke er mere innovative

51:02 Byggebranchens innovationsgrad vs. andre brancher (branchen er opfindsom [kreativitet])

51:49 Fokus på de innovative SMV'er (fastholdelse af medarbejder, udvikling, videreuddannelse, strategiske alliancer, relations arbejde med en stærk medarbejdergruppe)

54:22 Branchen udsving i økonomi (fyrrer nogle folk og ansætter polakker, håndtere de? - markedet dikterer reelt hvad SMV'erne må gøre, de er ikke proaktive)

58:22 Leverandører vs. SMV'er (ulemper, det omhandler volume)

1:00:00 SMV'erne og kunderne (de små er tillidsbaseret, det handler ikke om pris i samme grad, udbud er en anden sag, hvor en af sagen skal ske)

1:01:20 lokal-SMV'ernes eksistensgrundlag

1:02:22 SMV'ernes evne til at differentiere sig (de er ikke opmærksomme på det, kunde vælger gennem mund til mund)

1:02:53 Konkurrence for SMV'erne (hård)

1:03:45 Oplever SMV'erne politisk opbakning (Ja, det tror jeg de gør, AB18, og nej, udlandske entreprenører på større projekter)

1:06:30 Den gode vs. den mindre gode SMV (evne til at inddrage sin medarbejder, og dens viden)

#### 17.4.2 Bo Neville, 2018

01:57 Dansk Byggeris arbejdsområder (kurser og gå-hjem-møder)

06:25 Der er ikke økonomi til at prøve sig frem, hvad angår "udvikling", hverken for de små eller de store virksomheder

08:40 De typiske problemstillinger SMV'erne har, er afspejlet af hvilke kurser Dansk Byggeri udbyder

09:15 SMV betegnelsen udfordres fra Dansk Byggeris perspektiv (mikro, og SMV mikro)

10:45 SMV'ernes udfordringer ved vækst fra nystartet til etableret

11:58 Hvorfor byggebranchens selvstændige bliver selvstændige (frihed og faglighed fordybelse)

12:43 Mængden af virksomheder der går med den drøm om at lave en kæmpe stor virksomhed er meget lille, fordi der ikke er det kæmpe vækstpotentiale ligesom i it-branchen

13:00 Adgangsbarriere for byggevirksomheder (meget små, køb en kassevogn og så er du i gang)

13:28 Fagligheden fylder meget for at drive virksomhed – andre start-ups end byggeri har man sat sig lidt mere ind i hvad det vil sige at drive virksomhed

14:00 Konkurstallet inden for byggeri er højt, konkurrencen er velfungerende eller hård, hvilket betyder at når folk ikke har det der skal til så lukker de igen

16:50 SMV'ernes udfordring (at huske og mestre i passende grad alle de opgaver der ligger i at drive virksomhed, og af de opgaver der rigtig mange)

18:00 Den moderne byggebranche med SMV i fokus (relations drevet salg med dårlige hjemmesider, høj faglighed man køber personen [håndværkeren])

19:10 10-15 medarbejdere er ejeren hjælper

19:30 "De skal bare gøre som jeg siger" høj faglighed hos ejeren, men med en centraliseret styring

20:00 15-20 medarbejdere som skal man opbygge ledelseslag fordi man ikke kan være centrum mere – her går flest konkurs, decentralisering er rigtig svær, og de der har ambitioner om at gro herfra har lykket sig ikke nødvendigvis med det, de forsøger at ansætte sig ud af det, men lykkes ikke med det.

21:17 De kronede dage for SMV'erne (10-15 medarbejdere, den teambaserede struktur med nærhed)

22:30 SMV'ernes alle største udfordringer (tiltrække stabile og dygtige medarbejdere)

23:30 Over 25 medarbejdere betyder at man tiltrækker kunder til virksomheden og ikke til personen [ejeren])

24:50 Det er svært at lave stordriftsfordele i byggeriet (den fragmenteret projektfacon)

26:05 Produktionsdelen betyder mindre, det er vigtigere at have nogle dygtige folk, det kan forstås som at byggebranchens SMV'er skal differentiere sig på medarbejder kompetencer (ressource based view)

26:10 Byggeriet er sindssygt komplekst (byggeriet er unikt og projektopdelt, med nye/ukendte interesserter)

27:20 Risikovilligheden i branchen er meget stor (SMV'er byder på større byggerier, der betyder, går det galt, så lukker butikken - risk-management er noget for tøsedrenge)

28:20 "Man får først opgave og skal så derefter finde ud af hvordan man tjener pengene – det er i en branche hvor, hvis bundlinjen er god er den på 4%".

28:45 "Omsætningen er gigantisk og man tjener marginalt – det er en giftig cocktail" "Byggeriet er der hvor optimismen har vundet over fornuften"

29:30 SMV'ens styrker og svagheder vs. de større virksomheder (SMV'erne er samarbejdsorienterede i en grad de større ikke er, det ligger i deres teambaserede struktur, hos SMV'erne køber man som privat kunde en person [ejeren] det er der en tryghed i)

31:48 Anekdote om SMV leder fra VVS'er i Odder der i kriseperioden begyndte at lave energi-eftersyn for at overleve, samt vigtigheden af relations salg

33:20 Kunderne vælger SMV'erne baseret på faglighed, nærhed og tryghed – de er også loyale for frygten for at ende hos en SMV'er der er en røver er stor, så det gode ry rygtes.

34:15 SMV'ernes evne/dygtighed til at differentiere sig selv (Nej, det de ikke)

34:35 Det mange i branchen tænker i er ikke specialisering, vækststrategien er at kunne dække alt det min kunde spørger mig om – Bo forklarer perifert at det handler om at beholde kunde hos sig. Bo fortæller anekdoter bag tankegange, men forklarer også indirekte hvorfor det er en vild strategi.



39:45 SMV'ernes selektion af kunder privat/erhverv

41:25 SMV'ernes økonomi som vækstkatalysator

42:25 SMV'ernes største udfordring er mangel på medarbejdere, tidligere var det mangel på omsætning, nu er det svært at skaf folkene til at lave de opgaver

44:14 SMV'ernes byrder som del af byggebranchen, det tegner et billede af en høj kompleksitet

45:45 SMV'ernes finansieringsmuligheder (bankerne er den primære, men SMV'erne tjener pengene, bygger op, får en kassekredit og leaser)

47:25 Ledelsesformen i byggebranchens SMV'er (styring af akkord som leder)

50:00 Fokus på strukturen i SMV'erne (du har håndværkere, en første-mand og så ejeren, med en centraliseret beslutningsproces)

52:15 Fokus på lederen som del af strukturen og hvorfor der eksisterer en stor grad af centralisering

52:41 SMV'erne og innovation (mange SMV-ejere er dygtige til at være innovative [kreativitet] omkring opgaven, håndværksfag qua deres historie er meget traditionsbunden, proces og arbejdsmæssigt er tænkningen meget traditionsbunden, IT der sker der meget, digital sagsstyring, gps i bilen)

56:45 "Der er en innovation der er rigtig for byggeriet" betydende at innovation skal ses som ud fra den kontekst den er et produkt af.

58:11 "Forretnings udviklingsmæssigt, nej, der synes jeg ikke sker noget stort" (traditionelt tænkende)

58:55 Anekdote om forretningsinnovation

1:00:20 Leverandører vs. SMV'er (leverandørerne i branchen er meget store og i det forhold er SMV'erne klemte, det hjælper heller ikke at man ikke tænker i for eksempel indkøbsforeninger og andet for at få en større indkøbskræft, grossisterne, vurderer Bo, aktivt modarbejder tiltag til at styrke forhandlingskræften)

1:02:26 Kunderne vs. SMV'erne (kunderne og branchens virksomheder passer sammen, så de store kunder vælger store kunder og vice versa, relations salget er forbeholdt det private marked)

1:03:42 Udbud og risikovillighed (aftalebinding, stigende lønningsniveau, fravalg af prisindeksering, røde tal)

1:07:12 SMV'erne og at differentiere sig (mund til mund, referencer på hjemmesiden)

1:09:04 SMV'er i byggebranchens konkurrence (så længe salget er et relations salg [mindre SMV'er, mindre opgaver], så er konkurrencen mindre, fordi kunden vælger på flere

parametre end pris, altså konkurrere den lille SMV på relations salgs parametre som tillid, referencer og kvalitet)

1:13:22 Graden af SMV'ernes politiske opbakning (udbudssystemet er ikke gearet til at støtte SMV'erne)

#### 17.4.3 Lars Fjalland, 2018a

##### Demografiske spørgsmål

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Navn: Lars Fjalland

Alder:

Køn: Mand

Stillingsbetegnelse: Chefkonsulent

Varighed af ansættelse: 6 år

Tidligere erhvervserfaring(er):

Nykredit og Finanssektorens uddannelsescenter

##### Indledende spørgsmål

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Vil du ikke fortælle mig lidt om, hvad I laver her hos XXXX?

*Pluss har et fokus på ejerledere og SMV'er. Pluss er bredere end blot disse to.*

Hvad brænder du for, her hos XXXX?

Hvilken rolle udfylder I her hos XXXX?

Hvad er jeres definition af en SMV?

*5-250 medarbejdere*

Hvilken rolle udfylder I for SMV'erne?

*Pluss har et samarbejde med Væksthusene, hvor igennem, SMV'er formidles kontakt til dem. Strategi, organisation, forretning og ledelsesudvikling*

Hvad tilbyder I specifikt SMV'erne?

##### Hovedspørgsmål

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Hvad er den typiske problemstilling SMV'erne kommer til jer med?

*SMV'erne kommer typisk til Pluss med en fejl-fordeling af Pluss' "Mercedes-hjul", [annex XXX] altså at virksomheden har nået en størrelse, hvor de har ramt et udviklings-loft – de har måske lavet investeringer, ansat flere medarbejdere, og har lagt en masse arbejdstimer i at udvikle virksomheden, det virker bare ikke – de taber måske ikke penge, men havde tidligere 30 medarbejdere, nu har de 55, og de arbejder og arbejder, men kan ikke "komme videre derfra", virksomheden er ikke mere profitabel og SMV-lederen har ingen fritid mere.*

*Det vi ser når SMV'er ikke går godt, er en mangel på tid og penge. Altså, at virksomhedsejeren både skal sælge, til konferencer, rekrutterer kunder og medarbejdere osv. Pludselig er der ikke flere timer i døgnet, og fordi de rette aktiviteter ikke er blevet prioritet halter forretningen.*

*"Mercedes-hjulet" indeholder 1/3 ledelse, 1/3 specialist og 1/3 management. Når virksomheden er lille kan lederen nå det hele, og fordelingen mellem aspekterne betyder mindre. Når virksomheden så vokser, så skal lederen gøre sig klart om hans oprindelige fordeling stadig passer, måske gør den ikke. Han kendte tidligere alle medarbejder intimt; hvornår deres børn havde fødselsdag, hvad konen hedder osv. Når virksomheden vokser, har han ikke samme tid, og hvis han prioriterer den personlige medarbejderkontakt i samme grad efter virksomheden er vokset, resulterer det i at andre aspekter af virksomheden må nedprioriteres qua lederen ikke har tid.*

*Lederne i SMV'erne har typisk en stærk specialist del af mercedes-hjulet, altså, har en stor specialist-viden, de er virksomhedens faglige fyrtårn, og er typisk stærke i produkt og konceptudvikling. SMV-ledere finder pludselig ud af "det der ledelse" det tager lang tid, måske har de ikke en forståelse for værdien af alle de bløde aspekter i ledelse - de vil se resultater, og implementeringen af forandring tager tid.*

*Der er sjældent langt fra tanke til handling for SMV'erne: ser de værdien af hvad Pluss kan tilbyde er de parate og handlingsorienterede, dog er der nogle SMV-ejere der ikke ser værdien af hvad Pluss forsøger med deres virksomhed og trækker sig fra samarbejdet – især fordi mange SMV-ejere har et personligt forhold til virksomhedens økonomi, og de sætter som krav at de skal se en mening med et initiativ inden de kaster sig ud i det, altså, er SMV'erne ikke så økonomisk risikovillige.*

*Mod er en stor del af at være SMV og etablere sig, at turde kaste sig ud i det og risikere noget i forbindelse med udviklingen af virksomheden.*

*Lars reflekterer ang. SMV-lederens kompetence-niveau inden for lederskab: Hvordan skulle de nogensinde være blevet dygtige til at lede? – SMV-virksomheder starter i det små og udvikler sig fordi, tømreren, for eksempel, var dygtig til at slå søm i, nu har han pludselig medarbejdere og et ledelsesansvar, hvilket han ikke er trænet i.*

*Vi oplever ofte at SMV'erne ikke har nogen strategi eller forretningsmodel, de ser heller ikke kvaliteten af en sådan i et styringsperspektiv.*

(SWOT) Fra din stol - hvad karakteriserer den moderne byggebranche?

- Hvis vi skal stille skarp på byggebranchens SMV'er, er der så noget der karakteriserer deres styrker og svagheder i den moderne byggebranche?

*En svaghed er at de er dårlige til at brande sig selv. Lars' nabo er ved at få bygget om, de håndværkere, bemærkede Lars, hilste på ham når han kom forbi. De der små ting er vigtige, dét at alle repræsenterer virksomheden, og at medarbejderne har fået at vide de skal hilse pænt på, fordi måske er det den næste kunde - det er vigtigt! Lars uddyber: Så forstår jeg så ikke, at nu de laver arbejde på min nabos hus, hvorfor de så ikke smider en seddel i min postkasse, hvor de skriver at de måske vil støje lidt den næste periode, men de vil gøre hvad de kan for at det ser ordentligt ud rundt omkring - og at man i øvrigt kan kontakte dem hvis man skulle have lavet noget. Vi skal [Lars] snart have skiftet tag, vi har eternittag – og skal have skiftet det. Vi går op i bæredygtighed og ville godt give lidt ekstra for at virksomheden pillede det eksisterende tag ned på en miljømæssig forsvarlig måde. Det var da en oplagt mulighed for den virksomhed.*

- Kan du identificere nogle muligheder og trusler byggebranchens SMV'er har?

*Byggebranchen har mange muligheder: bæredygtighed bliver kanon stort fremover. Man kan jo 3D printe et hus, der er en udvikling i gang i byggebranchen. En trussel, er den mangel vi ser på kompetente medarbejdere: altså, markedet er støvsuget for tømrer, murer og elektrikere. Det er et helt konkret problem, og det hænger jo uløseligt sammen med virksomhedens udviklingsmuligheder. Byggebranchen har været gode til at rekrutterer fremmedarbejdere, for eksempel polakker, men grundet levestandarden i Polen, Spanien og Italien er blevet bedre, kommer der ikke den samme mængde mennesker til Danmark for at få arbejde. Det bliver et problem for os.*

Sammenlignet med større virksomheder i byggebranchen, har SMV'erne så fordele og ulemper grundet deres størrelse?

- Kan du udbyde det?

Sammenlignet med andre brancher, hvad karakteriserer byggebranchen for SMV'erne?

- Kan du nævne nogle af de fordele og ulemper du ser for SMV'erne i byggebranchen kontra andre brancher?

Indenfor SMV-betegnelsen, er der en stor mængde virksomhedsstørrelser, kan man godt skære over én kam?

*SMV'erne har behov for input på forskellige stadier i deres udvikling. Ved 10, 20, 40 og 80 medarbejdere er der et behov for udviklingsrelaterede inputs.*

*Når SMV'en lige er startet er man typisk sig selv, så får man første medarbejder, det er første "krise", her skal ejeren afgive magt for første gang, og det at lade andre repræsentere*

*virksomheden, det kræver meget af en ejer, fordi han også får en forsørgerbyrde, altså, et ansvar for medarbejderen. Sidenhen kommer der 7-10 ansatte og så finder lederen ud af at ledelse tager lang tid, herefter skal lederen måske til at organisere sig anderledes – i byggeri, skal lederen måske have en formand/sjakkajs, eller dele virksomheden op i teams. Når virksomheden vokser yderligere, skal han til at dele lederskabet af virksomheden, det er skræmmende for lederen at skulle afgive suverænitet og decentralisere. Herefter skal virksomheden gøre sig nogle tanker om, om man skal professionalisere virksomheden, altså, få en professionel bestyrelse, i stedet for den tidligere "tante-bestyrelse" der bestod af familiemedlemmer.*

- Ville du lave en anderledes opdeling?
- I dine øjne, er der så en grundlæggende forskel på SMV'ernes fordele og ulemper, baseret på deres størrelse?
- Ville du kunne opdele SMV'erne baseret på deres størrelse og det sammenhængende behov?

Kan du fortælle mig lidt om jeres erfaringer i forhold til SMV'ernes økonomi, hvordan påvirker den deres udvikling?

- Hvad skyldes det?

*SMV'erne likviditet er vigtig for at SMV'erne kan udvikle sig. De typiske problemer omhandler tid og finansiel- og videns-kapital. Udviklingsmulighederne i dag er tit rigtig dyre, for eksempel, er det jo ikke unormalt at give millioner for en robot – sådan er det jo nu om dage, tidligere købte man ikke robotter men maskiner – det er ikke billigt.*

Hvordan er SMV'ernes finansiering muligheder?

*Finansieringsmulighederne er gode for SMV'erne, nogle henter kapital gennem frasalg af virksomhedsandele for at rejse kapital, men det kræver man har en strategi, en business model, det oplever vi rigtig mange SMV'er ikke har. De har ikke sat mål og ambitioner for virksomheden, og ser heller ikke værdien deraf. Ligesom "løvens hule" er det helt essentielt at have det på plads for at kunne vise investorer hvad de sætter deres penge i.*

*Bankerne er ikke så villige til at finansiere SMV'erne som før finanskrisen, det omhandler at de skal sikre sig, som virksomhed skal du også kunne stille garantier, det er ikke alle SMV'er der kan det. Andre slags finansieringer så som investorer, der køber dele af virksomheden er en normal metode at generer kapital. Alternativt er der væksthuse der har muligheder for at hjælpe SMV'erne, leasing er også en mulighed for f.eks. at få nye maskiner. Bankerne er nok stadig de primære långivere.*

- Kan du sætte nogle ord på hvorfor vi har set denne udvikling?
- Er det grundet bankernes (revurderede) forsigtighed, eller SMV'ernes karakter?
- Er der en helt tredje forklaring på de (evt.) ændrede muligheder SMV'erne har?

Kan du fortælle mig lidt om ledelsesformen i byggebranchens SMV'er – hvad oplever I?

- Hvilken indflydelse har ledelsesformen for SMV'erne – oplever I nogle sammenhænge?

Kan du sætte nogle ord på den rolle lederne har i byggebranchens SMV'er?

*Ledernes rolle i SMV'er generelt altafgørende. Typisk hænger lederens personlige værdier sammen med virksomhedens, på den måde at virksomheden reflekterer lederens person. Derfor er lederens rolle helt essentiel. Lederens er så stor en del af virksomhedens muligheder at der eksisterer en direkte sammenhæng mellem virksomhedens udvikling og lederens udvikling. Den person lederen er afgøre hvad lederen gør i handling, og det han gør i handling er det virksomheden gør. På samme måde vil lederens personlige udvikling afspejle sig i sin udvikling som leder og resultere i virksomhedens udvikling.*

- Hvordan vurderer du det generelle ledelses-niveau i byggebranchens SMV'er?

*Kompetenceniveauet er ikke så højt, byggebranchen især har et lavere niveau. Man kan heller ikke forvente andet, mange er startet som dygtige tømrer eller murer og er pludselig blevet virksomhedsledere.*

Er byggebranchen, helt generelt, innovativ?

*Nej, det vurderer jeg ikke.*

- Kan du udbyde det?

Er byggebranchens SMV'er mere eller mindre innovative end den generelle branche?

*Byggebranchens SMV-ledere, fornemmer jeg ikke som nogle der følger med, de går ikke op i udviklingen.*

- Hvorfor gør det sig gældende?

Hvis vi kan snakke lidt videre om innovation - hvilken rolle spiller innovation for SMV'erne?

- Hvilken rolle spiller SMV'ernes ledelse i dette forhold?

*Innovation er vigtig, innovation er en måde at differentiere sig selv. Partnering for eksempel er en god måde at få nye input, men også at op og nedskalere virksomheden på uden at påtage sig et direkte medarbejder-ansvar.*

Fra dit perspektiv kan du se nogle innovationsmuligheder for byggebranchens SMV'erne?

*Service f.eks. at man laver en strategi for at man ikke efterlader et kæmpe rod når man laver et stykke arbejde, og så følger igennem på det. Det handler om at kunderne bliver tilfredse og ønsker at ringe til én igen næste gang. Også bæredygtighed ser jeg som én af de store*

*udviklingsområder, folk går mere og mere op i det, og vil efterspørge det – i bæredygtighed ligger der et kæmpe potential - det kan SMV'erne bruge.*

I forhold til samfundsøkonomien, er byggebranchen en af de brancher der oplever større udsving end mange andre.

- Hvordan administrer byggebranchens SMV'er de udsving?

*Byggebranchen vurderer jeg er rigtig gode til det, med mindre det er funktionæransatte er det jo nemt at komme af med håndværkere. Op-skalering er der byggebranchens SMV har problemer, simpelthen fordi de ikke kan finde dygtige folk, de mangler på markedet.*

Kan du, fra dit perspektiv, identificere nogle vigtige succeskriterier der differentiere den gode SMV fra den mindre gode SMV?

(Porter) Hvordan er det at komme ind på markedet for potentielle nystartede bygge-SMV'er?

*Det vurder jeg ikke er et problem – især ikke hvis de beder om hjælp til det, der er mange muligheder for at få hjælp til at etablere sig, få økonomisk hjælp og sparring.*

(Porter) Vurdere du at SMV'ernes mindre størrelse har nogle sammenhængende fordele eller ulemper ift. at få en god pris aftale med leverandører?

*Her kan SMV'erne lære af de større virksomheder ved at sammenligne sig selv, for eksempel laver nogle samarbejder på tværs, hvilket også er en innovationsmulighed for virksomhederne i byggebranchen.*

- Hvad er de fordele og ulemper?
- (Hvad kan SMV'erne gøre for at udligne det styrkeforhold?)

(Porter) Hvordan er styrkeforholdet mellem SMV'erne og kunderne, sammenlignet med de større virksomheder?

- Kan SMV'erne skille sig ud fra hinanden?
- Mener du at SMV'ernes kunder er klar over, hvem der er dygtige og hvem der ikke er?

(Porter) Der eksisterer f.eks. mange tømrer- og murer forretninger rundt omkring i de små lokalområder – kan du sætte nogle ord på deres eksistensgrundlag?

*Fra en personlig vinkel havde Lars det svært med at skille de små tømrerforretninger ad, for eksempel: Hvis jeg skulle have lavet et nyt tag, ville jeg tage telefonbogen og slå op, og finde 25 forskellige firmaer der kunne lave det her tag, og så vil jeg tænke: hvordan skal jeg vælge her. Så kan man gå på deres hjemmesider der også er en del af differentierings-problemet – jeg ville simpelthen ikke kunne vælge mellem dem. Alt for mange byggevirksomheder er for dårlige til branding, og etablere sig som navn.*



- Hvordan konkurrerer de?

Hvordan vurder du konkurrence i byggebranchen som SMV'erne opererer i?

*Konkurrencen er hård, der er stor konkurrence.*

Oplever I at SMV'erne har politisk opbakning?

*Ja og nej. Byggebranchens mangel på kompetente medarbejdere ift. erhvervsuddannelsespolitikken er ikke konkret nok, politikerne snakker meget om det, men området savner at se handling. Han eksemplificerer at man kunne samle inspiration i Schweiz, hvor der er Europas laveste arbejdsløshed og samtidig Europas lavest akademiske niveau.*

- Vurdere du at den politiske opmærksomhed er tilstrækkeligt?

*Den generelle politiske opmærksomhed er god, der er pt. tiltag i gang ift. at afbureaukratisere og gøre det endnu nemmere for SMV'erne at operere i det danske marked. Lars perspektiverede til andre lande og beskrev, at nogle havde påpeget at andre lande f.eks. havde en lavere beskat osv. hvilket derfor gjorde det nemmere for SMV'erne. Dog var han enig i at SMV'erne ikke kunne bruge den politiske opmærksomhed som en undskyldning.*

Door-knob questions

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Slutteligt - Det er vel en samfundsinteresse at lederne i SMV'erne er så dygtige som muligt, men er det en samfundsopgave?

Hvad ville du fokusere på hvis du skulle starte en SMV i byggebranchen?

- Hvad er ledelsens rolle?

17.4.4 Lars Fjalland, 2018b

02:45 Pluss' arbejdsområde

03:00 definition af SMV

04:50 SMV'ers behovskurve (Greiner-curve)

05:30 Pluss' rolle de udfylder for SMV'erne "vi hjælper SMV'erne til øget vækst"

05:45 SMV'ernes problemstillinger (Strategi-udvikling, organisationsudvikling, forretningsudvikling og ledelsesudvikling)

06:40 SMV'ernes udfordringer og problemstillinger

08:00 Hvad SMV'erne er drevet af når de er mindre

08:20 SMV'erne skal lære at ledelse er et fag

08:27 Det generelle ledelsesniveau i de mindre SMV er ikke så højt

09:00 SMV'ernes mulighed for medarbejder-inddragelse og decentralisering er modarbejdet af en håndværker kultur

10:25 "Ved at engagere medarbejderen kan man skabe et større engagement – og der har ejerlederne i håndværksfagene en udfordring"

11:15 Byggebranchens ry (hård, macho...)

11:30 håndværks SMV'erne har svært ved at forstå værdien af en vision og værdier

12:30 Ejerlederen bliver personlig garant for at tingene bliver gjort som han vil have dem

13:00 SMV'ernes problemstillinger

13:50 Byggebranchens SMV'ernes karakteristika og deres styrker

14:14 SMV'erne kan deres håndværk og har en stor faglig stolthed

14:39 SMV'erne går op i kvalitet – det forsøger de at få deres medarbejder til at forstå

15:38 "kommunikation er en kæmpe udfordring"

16:15 SMV'ernes evne til at differentiere sig fra hinanden, samt evt. muligheder sociale medier, hjemmesider "storytelling"

17:39 branding "der har de et potentiale -især de mindre"

18:07 De mindre SMV'er begrundelse for ikke at lave marketing aktiviteter

18:35 relationssalg, SMV'ernes nye kunder og udbud

19:04 SMV'ernes risikovillighed ved udbudsafgivelse

19:20 SMV'erne er gode i netværk, de på messer og netværker

19:40 "Hele det der branding-perspektiv der mangler de noget, en professionel tilgang til at få flere kunder"

20:00 SMV'erne sidder på hænderne ift. at få kunder – især for de mindre SMV'er – det kan ses som en svaghed men også en mulighed.

20:51 SMV'ernes muligheder og trusler – Bæredygtighed (FN's 17 verdensmål)

22:28 Byggebranchens SMV'ers grad af innovation

22:48 Byggebranchen er ikke first-mover

23:30 Hvilken rolle innovation spiller for SMV'erne

24:55 Innovations rolle i dag

26:08 "Er de innovative i deres forretningsmodel – de mindre er ikke" (partnering)  
28:01 bargaining-power mellem kunder og SMV'erne (privat og erhverv)  
30:00 De mindre vil gerne lave privat, men det er i erhvervssegmentet pengene ligger  
32:45 SMV'ernes markeds konkurrence "konkurrencen er stor"  
32:58 Hvordan byggebranchens SMV'er skal konkurrere på det marked (ordentlighed og service/kvalitet)

#### 17.4.5 Susanne Lyngs, 2018

03:30 For ejerlederne er det ikke et karrierevalg men en livsopgave, så deres processer bærer præg på at det ikke er økonomi der er styrende for dem  
04:19 SMV lederne er en personificering af virksomheden – "nogen er"  
04:50 "der er ingen skilning mellem fritid og arbejdsliv"  
05:58 Ejerlederens udfordringer og bekymringer  
06:15 Ejerlederne har tendens til at være for flinke ved deres medarbejder og glemmer at afstemme  
06:45 kommunikation af forventninger  
07:35 Susannes værktøjer (ledertræning)  
10:45 Susanne tilbyder HR, "fordi SMV'erne heller vil fakturere timer end at arbejde med ledelse"  
11:48 Kommunikation det tager længere tid end ejerlederne middelbart tror er nødvendig  
12:19 Generelle problemer ved SMV'erne (medarbejder-ansættelser)  
13:35 Styrker og svagheder for byggebranchens SMV'er  
13:50 medarbejderen er ambassadør for firmaet og er vigtigt at træne  
15:53 SMV'ernes styrker (fleksible, træffe beslutninger hurtigt, de forstår kundens behov)  
17:03 SMV'ernes svagheder/udfordring (rekruttering af de rigtige medarbejder)  
18:24 SMV'ernes muligheder/trussel (håndtering af personalet kan optimeres, her ligger der mange penge)  
19:20 SMV'ernes trusler (dårlig håndtering af ordrebogen, f.eks. for at tage alle opgaver)  
20:45 sammenlignet med større virksomheder har SMV'erne fordele/ulemper grundet deres mindre størrelse? – "De kan lave et mere specialiseret arbejde og mindre opgaver der kræver mere faglighed."

23:45 SMV-betegnelses bredde og den store mængde virksomhedsstørrelser der eksisterer i det segment (opdeling af grupper på baggrund af behov).

27:55 Medarbejdernes vigtighed for ejerlederen, ”men også det at tage sig tid til dem, det er ikke noget han er så skolet i”

28:19 Er SMV’ernes ledere dygtige nok – ”ja, de er dygtige” (de er dygtige til at ville, de tager ansvaret på sig, de lærer det hen ad vejen) - men de kan det sjældent fra day one.

31:10 SMV-betegnelses bredde og den store mængde virksomhedsstørrelser der eksisterer i det segment (opdeling af grupper på baggrund af behov).

31:30 Ledelse er noget man skal bruge tid på – det bliver mere og mere vigtigt med størrelse

32:28 spørgsmålet om hvorvidt SMV’erne SKAL udvikle sig

35:25 SMV’ernes økonomi og det latent udviklingspotentiale

36:13 op og nedskalering af virksomheden i modgangstider (det er svært for SMV’erne)

40:30 SMV’erne og finansieringsmuligheder (de har haft det hårdt) hvilket resultere i at SMV’erne polstre sig for at have noget at stå imod med

43:00 ejerlederens ledelsesform (personlig og følelsespræget) det er hårdt

46:14 SMV’erne i byggebranchen og innovation (partnering, medarbejders kreativitet)

49:15 SMV lederne er dygtige til at adressere et problem, og at være løsningsorienterede. De har en udfordring fordi de ikke reflektere over hvad de laver

51:25 Udsving i SMV’ernes aktivitetsniveau – langsom personaleafvikling

53:15 Ejerdirektøren er vigtig når man skal differentiere den gode SMV fra den mindre gode – det er vedholdenhed også.

55:20 Markedsadgangen for SMV’erne i byggebranchen

58:03 SMV’ernes forhandlingsstyrke overfor leverandører (ingen volumesalg, resulterende i højere materialepriser)

59:00 SMV’erne vs. kunder (relationssalg)

1:00:10 SMV’erne og at differentiere sig (mange prøver, på branche- eller kompetenceplan – man SKAL være god til noget) Branding og marketing halter

1:02:28 lokal SMV’er eksistensgrundlag (relationssalg, tradition, kultur, vi-er-vant-til)

1:09:39 Politisk fokus på SMV’erne (afbureaukratisering)

1:13:30 Fokus ved start af SMV (medarbejder, få de dygtigste)

#### 17.4.6 Thomas Birger Hansen, 2018

05:20 SMV Danmarks profil

12:00 SMV Danmarks ønske ift. ledelsesudvikling

15:53 Mange er startet som selvstændige fordi de er kommet ud af et fagligt afsæt

16:18 "og så starter du bare selv" det kan tolkes som markedsbarrieren er lav

16:28 "men det ledelsesmæssige og forretningsudvikling, det har ikke fyldt ret meget"

19:37 SMV'erne er tilbageholdende overfor at deltage i kurser, de prøver det ikke lige, fordi de i den periode ikke kan fakturere timer, de laver en trade-off på kurset, så kurset skal være gerne have dokumenteret virkning.

22:44 anekdote om lederens manglende kommunikationsevner med afsæt i dårlig systematisering af projekterne.

24:50 Byggebranchens SMV'ers karakteristika (stor faglighed som man er stolt af, der er fokus på at få ansat dygtige medarbejder, at holde på medarbejdere er et issue,

26:00 Fagligheden bærer leverancen – virksomhedsledelse, planlagt- markedsføring og kundeservice er mindre fastlagt (uformel struktur)

28:15 Den moderne byggebranche er blevet mere kompleks (digital tilbudsafgivning, der er brug for at SMV'erne professionalisere sig, der er brug for at kunne dokumentere sine processer – og det kræver ledelseskompeterer og en firmastruktur)

29:45 Som svar på den moderne byggebranches stigende kompleksitet, kan nogle SMV'er finde på "at konsolidere sig, mindre virksomheder må enten specialisere sig eller gå sammen" Specialiseringen vil resultere i at de bliver underleverandører til større virksomheder, men undgår så noget af papirarbejdet. Fremtidsudsigter for SMV'erne.

31:40 Eksempler på hvad differentierer den gode SMV fra den mindre gode

33:12 Professionaliseringen af SMV'erne stiger

34:22 Professionaliseringen er drevet af SMV'erne selv med lederen i spidsen

36:15 SMV'ernes fordele og ulemper vs. større organisationer (Fordele: agilitet, hurtige beslutningsprocesser, der er en god føling med virksomheden fra lederens side, omstillingsparathed, Ulemper: ledelsesforståelse, koordinering af aktiviteter, manglende dokumentation, reaktion på kundeservice, lederen forventes at levere mere end han måske kan ift. kvalitetssikring, personaleledelse, miljø, arbejdsmiljø, overenskomst)

40:35 Er SMV lederne dygtige nok? "med ledelse skal man altid bygge på, grundet den øgede kompleksitet"

43:00 SMV'ernes mangel på kvalificeret arbejdskraft

44:50 Fokus på lederne af byggebranchens SMV'er (SMV'erne er agile og for at skal være agil skal man være dygtig, dog er der et højt konkurs tal, hvilket kan pege på at ledelsen ikke er god nok i nogle SMV'er)

46:39 SMV-betegnelsen ("den er helt ude i hampen, vi kører op til 100 [medarbejdere])"

48:18 SMV'ernes behov baseret på størrelse (formaliseringens behovet stiger med størrelsen)

50:50 SMV'ernes økonomi i et udviklingsperspektiv

52:45 SMV'ernes finansieringsmuligheder (broget, mindre virksomheder kan forhandle sig til mindre i banken, kreditkravene er vokset)

56:58 Byggebranchen og innovation (materialeteknologien vokser)

59:20 SMV'erne og innovation ("det spiller en vigtig rolle" grundet deres agile natur er SMV'erne disponerede for at være innovative)

1:00:02 Lederens rolle i SMV'erne ift. innovation (at gå forrest, innovation kræver lederskab)

1:00:50 Hvor innovative er SMV'erne?

1:01:49 Byggebranchens aktivitetsudsving, hvordan SMV'erne håndterer dem (medarbejder tiltrækning er svær)

1:05:50 Hvad differentierer den gode SMV fra den mindre gode? (dygtig ledelse, de rette kompetencer til den rette tid, vision som motivationsfaktor)

1:08:39 Nystartede SMV'ers markedsadgang (de er lave [barriererne], men markedet er krævende at navigere i)

1:11:30 SMV'ernes styrkeforhold til kunderne fordele/ulemper (da SMV'erne kan lave relations salg appellere de til det private marked)

1:15:00 Som lille virksomhed lokalt, kan man indgå fællesskaber, lad være med at være bange for input, blive del af netværk, som et led i en forretningsudvikling

1:15:45 Branding og marketing er en mulighed for SMV'erne

1:16:25 Er SMV'erne dygtige nok til at differentiere sig (de kan bygge på, kompetencer, markedsføring, processer)

1:17:25 Anekdote om relations salgets (mund-til-mund) vigtighed for SMV'erne

1:17:45 SMV'ernes mulighed (de større byer har et hav af kunder i villakvartererne)

1:18:45 Netværkets vigtighed for SMV'erne (at kunne supplere hinanden som små virksomheder der ligger der værdi)

1:19:20 Konkurrencen i byggebranchen for SMV'erne (rimelig hård, det er efter markedsvilkår)


1:20:15 SMV'ernes politiske opbakning (der er en SMV-dagsorden, men det kunne sagtens være mere inden for finansiering, administrative byrder, kapacitetssiden ift. at have de rette medarbejdere)

1:23:00 Er SMV'erne vækstvirksomheder (det er ikke alle der ser sig sådan)

1:24:15 Fokus ved start af SMV i byggebranchen (engagement – at brænde for sin forretning og faglighed er vigtigere end ledelse, kundefokus)






## 17.5 Interviewees



**Ask Hesselager • 2.**  
Chefkonsulent hos Dansk Byggeri  
Region Hovedstaden, Danmark

Opret forbindelse [Send meddelelse](#) Mere ...

 Dansk Byggeri  
KompetenceForum  
 Se kontaktoplysninger  
 500+ forbindelser


**Aktivitet**  
560 følgere

Ask delte dette  
6 Likes


Kære netværk. Jeg får brug for en ny kollega så del gerne dette...  
Ask delte dette  
22 Likes • 1 Comment

[Se alle](#)


**Erfaring**




**Chefkonsulent**  
Dansk Byggeri  
okt. 2017 – nu • 1 år 1 md.  
Københavnsområdet, Danmark




**Proceschef**  
Enemærke & Petersen a/s  
apr. 2016 – sep. 2017 • 1 år 6 mdr.  
Ringsted




**Proceschef**  
MT Højgaard  
jun. 2015 – mar. 2016 • 10 mdr.



**Ekstern Lektor**  
Danmarks Tekniske Universitet  
sep. 2007 – jun. 2015 • 7 år 10 mdr.



**Proceschef**  
Enemærke & Petersen a/s  
dec. 2008 – maj 2015 • 6 år 6 mdr.

[Vis 3 erfaringer til](#) 

### KompetenceForum

Lean Agent, Organisatorisk Lederskab  
2013 \_ 2013

### Amu Center Glostrup

1994, Kloak Mester  
1994 \_ 1994

### Lyngby Tekniske Skole

Arbejdpsykologi  
1993 \_ 1993

[Vis 1 uddannelse til](#) 

## Kompetencer og anerkendelser

### Project Planning · 8



Anerkendt af Henrik Bendsen og 1 mere med  
erfaring inden for området



Anerkendt af 3 af Asks kolleger hos Enemærke &  
Petersen a/s

### Danish · 6



Anerkendt af 2 af Asks kolleger hos Enemærke & Petersen a/s

### MS Project · 6

Jakob Schmidt og 5 forbindelser har anerkendt denne kompetence

[Vis mere](#) 

## Præstationer

**1** organisation  
Lederne



## Interesser



**Arbejdstilsynet**  
3.938 følgere



**Lean Construction - DK**  
1.206 medlemmer



**Netværket Ledelse i byggeriet**  
2.516 medlemmer



**Enemærke & Petersen a/s**  
7.050 følgere



**Dansk Byggeri**  
8.588 følgere



**MT Højgaard**  
19.670 følgere

[Se alle](#)

## Ask Hesselager Chefkonsulent

Aarhus 10/10

evt. møde Nørre Voldgade

E-mail ash@danskbyggeri.dk

Telefon 72 16 01 32

Mobil 30 34 59 45




Ask har mere end 20 års erfaring som entreprenør og blev ansat i Dansk Byggeri i 2017. Han har sit fokus på den gode byggeproces og på at arbejde med værktøjer til at skabe effektive og produktive byggeprocesser gennem inddragelse af medarbejdere og samarbejdspartnere samt ved brug af it-værktøjer.

Ask er konsulent på udviklingsprojektet Bedre Bundlinje 3.0. Herudover underviser han bl.a. i Lean Construction, Last Planner System, produktionsplanlægning, tidsplanlægning; herunder lokationsbaseret tidsplanlægning, logistikplanlægning og risikostyring.

---

Dansk Byggeri Nørre Voldgade 106 1358 København K Telefon 72 16 00 00  
info@danskbyggeri.dk

Persondatapolitik



**Bo Neville** • 3.

Udviklingschef hos Dansk Byggeri  
Region Hovedstaden, Danmark

Send meddelelse ...

Dansk Byggeri

Copenhagen Business School

Se kontaktoplysninger

500+ forbindelser

neville@os.dk | +45 27 800 500 Jeg har en stærk kommerciel profil med solid erfaring indenfor virksomhedsudvikling. Jeg er optaget af at skabe forretningsmæssig værdi gennem lederudvikling, der sætter nye standarder for læring og implementering af nye kompetencer og arbejdsmetoder. Jeg er dre..

Vis mere ▼

**Aktivitet**

751 følgere

**Enig - synes i skal tage kontakt til hinanden og mødes. Kh Bo**

Bo svarede på en kommentar


**Spændende jobmulighed**

Bo delte dette

3 Likes • 2 Comments

Se alle

**Erfaring**




**Udviklingschef**

Dansk Byggeri

okt. 2015 – nu • 3 år 1 md.

Udviklingschef for virksomhedsudvikling. Dvs. Dansk Byggeris interne konsulenthus, åbne kurser og uddannelser, samt porteføljen af udviklingsprojekter for branchen.



**Udviklingschef**


TEKNIQ

aug. 2012 – aug. 2015 • 3 år 1 md.

Faul Bergsøes Vej 6, 2600 Glostrup

Min opgave var at styrke installationsbranchens udvikling. Det skete gennem porteføljen af åbne lederkurser og -uddannelser, samt andre tiltag indenfor virksomhedsudvikling. Der var både tale om brancheprojekter og -kampagner og om helt konkrete tilbud til virksomhederne.

... Se mere



**Senior Consultant**

Mercuri International

jan. 2010 – aug. 2012 • 2 år 8 mdr.

Copenhagen area, Denmark

Mercuri International er den førende globale konsulentvirksomhed indenfor internationalt koordinerede salgsudviklings- og salgstræningsprojekter.

#### Væsentlige resultater:

- Gennemførte strategisk sales excellence projekt for dansk industrigrossist for 550 personer
- Gennemførte nordisk salgsakademi for int. virksomhed indenfor nydelsesmidler for 120 personer
- Ansvarlig for Mercuri International Denmark A/S' Blended Learning og Business Simulation.

Specialist i Training Design og Academy Design.  
Se mindre

#### Senior konsulent

Strandgaard & Co

jan. 2007 – jan. 2010 - 3 år 1 md.

Dansk konsulenthush indenfor ledelses- og organisationsudvikling.

Ansvarlig for international virksomhedsrådgivning og forretningsudvikling indenfor strategi og ledelse... Se mere

#### Selvstændig virksomhedsrådgiver

Brand Capacity

sep. 2004 – dec. 2006 - 2 år 4 mdr.

Vis 2 erfaringer til ▾

### Uddannelse



Copenhagen Business School

Executive Certificate in Business Administration

2010 – 2011

### Kompetencer og anerkendelser

#### Management Consulting - 30



Anerkendt af 5 af Bos kolleger hos Mercuri International Group

#### Business Strategy - 18



Anerkendt af Birte Christiansen og 1 mere med erfaring inden for området



Anerkendt af 2 af Bos kolleger hos TEKNIQ Installationsbranchen

#### Management - 17



Anerkendt af 4 af Bos kolleger hos Mercuri International Group

Vis mere ▾

## Bo Neville

### Udviklingschef

E-mail    bne@danskbyggeri.dk  
Telefon    72 16 01 23  
Mobil      27 800 500




Bo Neville er chef for afdelingen og har været det siden oktober 2015.

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Dansk Byggeri    Nørre Voldgade 106    1358 København K    Telefon 72 16 00 00  
info@danskbyggeri.dk

Persondatapolitik





**Thomas Birger Hansen • 2.**


Konsulent i SMVdanmark  
Region Hovedstaden, Danmark

Opret forbindelse [Send meddelelse](#) Mere ...

SMVdanmrk

 Copenhagen Business School

 Se kontaktoplysninger

 500+ forbindelser

Jeg arbejder med lokal erhvervspolitik med afsæt i SMV'ere og selvstændige erhvervedrivende.

**Oversigt**

**1 fælles forbindelse**

Du og Thomas Birger kender begge Jørn Vejgaard

**Erfaring**


**Konsulent**  
SMVdanmrk  
2006 – nu · 12 år

Som teamansvarlig for SMVdanmarks tværgående team - Lokal erhvervspolitik og vækst i hele Danmark - er mit arbejdsområde erhvervspolitik med fokus på SMV'ers interesser.


SMV'erne skal inddrages yderligere i politikudviklingen, og være med til at påvirke Danmarks lokale erhvervsstruktur – så de selvstændige og hele den erhvervskultur som SMV'erne udgør, får de bedste rammer for at skabe vækst, job og værdiskabelse.

Endvidere er jeg bindeled mellem SMVdanmark og de tværfaglige medlemsorganisatione.. Se mere

**Uddannelse**



Copenhagen Business School



Syddansk Universitet

**Kompetencer og anerkendelser**

**SMV - 1**

Kaj Henry Nielsen har anerkendt denne kompetence

Me



## Politikudvikling

Vis mere 

### Interesser



**SMVdanmark - det nye Håndværks...**  
1,547 følgere



**CBS Business**  
123 følgere



**Pension for Selvstændige**  
541 følgere



**Syddansk Universitet**  
86.932 følgere



**Copenhagen Business School**  
174.473 følgere



**Håndværkerforeningen København**  
243 følgere

## **SMV**danmark – det nye Håndværksråd



### **THOMAS BIRGER HANSEN**

tlf. +45 32 63 03 55  
mobil +45 24 41 51 40

Foreningskonsulent

Primære arbejdsområder: forenings- og organisationsudvikling med fokus på erhvervspolitik samt forhold om drift og ledelse i SMV'ere.

I samarbejde med SMVdanmarks tværfaglige medlemsorganisationer – typisk Håndværker- og Industriforeninger – arbejder Thomas med organisationspolitik og medlemsmæssig dialog med henblik på udvikling og fremme af erhvervspolitik.

Ovenstående betyder, at Thomas er bindeled mellem SMVdanmark og vores tværfaglige medlemsorganisationer i hele Danmark med henblik på at facilitere og udvikle foreningernes – og derved SMV'ernes – interesser i forhold til det lokale og regionale erhvervspolitiske niveau.


Endvidere er Thomas med til at styrke professionaliseringen i danske små og mellemstore virksomheder. Det sker bl.a. gennem dialog med virksomheder og medlemsorganisationer omkring tiltag, der skal styrke ledelsen og værdiskabelsen i SMV'erne - f.eks. tiltag inden for ledelse og ejerskifte af virksomheder.

### Baggrund

Thomas er uddannet cand. merc. fra CBS, og har udover arbejdet i SMVdanmark tidligere erfaringer med politisk organisationsarbejde samt salg- og markedsføring i bl.a. forlags- og it-branchen.


Thomas repræsenterer SMVdanmark i:

- Håndværker- og Industriforeningernes Samarbejdsudvalg
- Sekretariatsgruppen for Vækstforum Syddanmark
- Følgegruppe for Vækstforum Hovedstaden
- Ejerskifte Danmark.





**Kristian Brændstrup Bech** • 3.


Chefkonsulent at SMVdanmark - det nye Håndværksråd  
Region Hovedstaden, Danmark

Send meddelelse 

SMVdanmark - det nye Håndværksråd

 Aalborg Universitet

 Se kontaktoplysninger


 251 forbindelser

**Oversigt**

**I gik begge på Aalborg Universitet**  
Kristian begyndte på Aalborg Universitet før dig


[Sig hej](#)

**Erfaring**




**SMVdanmark - det nye Håndværksråd**  
2 år 6 mdr.


- Chefkonsulent**  
dec. 2017 – nu • 11 mdr.
- Politisk konsulent**  
maj 2016 – dec. 2017 • 1 år 8 mdr.  
Copenhagen Area, Denmark



**Socialdemokraterne**  
6 år 2 mdr.

- Seniorrådgiver**  
nov. 2014 – apr. 2016 • 1 år 6 mdr.  
Socialdemokraternes Analyse- og Informationsafdeling (AIA)
- Politisk konsulent**  
feb. 2012 – okt. 2014 • 2 år 9 mdr.  
Socialdemokraternes Analyse- og Informationsafdeling

[Vis 1 rolle til](#) 



**Fuldmægtig, Head of section**  
Indenrigs- og Socialministeriet  
jun. 2009 – feb. 2010 • 9 mdr.

**Uddannelse**

Mei

2003 - 2009

Aktiviteter og foreninger: Frit Forum, Studienævn

## Erfaring som frivillig

### Fodboldtræner

Fremad Amager

mar. 2014 - nu • 4 år 8 mdr.

## Kompetencer og anerkendelser

### Political Communication · 12



Anerkendt af Daniel Jason og 1 mere med erfaring inden for området



Anerkendt af 5 af Kristians kolleger hos Socialdemokratiet

### Politics · 8



Anerkendt af Malthe Munkøe, som har erfaring inden for området



Anerkendt af 4 af Kristians kolleger hos Socialdemokratiet

### Strategic Communications · 5



Anerkendt af 2 af Kristians kolleger hos Socialdemokratiet

[Vis mere](#) ▾

## Præstationer

1

sprog

English



## Interesser



**SMVdanmark - det nye Håndværks...**  
1.547 følgere



**Aalborg University**  
89.364 følgere



**Københavns Kommune**  
33.443 følgere



**Socialdemokratiet**  
1.640 følgere

## SMVdanmark

– det nye Håndværksråd



*Kristian Brændstrup Bech*

tlf. +45 32 63 03 33  
mobil +45 20 69 32 89

### Chefkonsulent

Kristian Brændstrup Bech arbejder for varetage de små og mellemstore virksomheders politiske interesser især indenfor autoområdet, transport, bygge- og anlægsområdet, skatter og afgifter.

Kristian er uddannet cand.scient. adm. fra Aalborg Universitet og har seks års erfaring som politisk rådgiver for Socialdemokraterne på Christiansborg og har også arbejdet som fuldmægtig i centraladministrationen.

- SKATs skattekontaktudvalg
- SKATs momskontaktudvalg




**Lars Fjalland** • 3.

Jeg udvikler ledere til at gøre deres organisationer til et bedre sted at være, til glæde for alle i og omkring den.

Aarhus C, Region Midtjylland, Danmark

Send meddelelse 

**Pluss** Pluss Leadership A/S

Attractor

 Se kontaktoplysninger

 500+ forbindelser

---

Som underviser og konsulent brænder jeg for at gøre en forskel for de organisationer og mennesker, jeg møder. At gøre tingene med en anderledes, kreativ, spændende og humoristisk tilgang er med til at efterlade blivende indtryk, så den enkelte får de forstyrrelser, der er nødvendige for resultatskabelsen. ...

[Vis mere](#) 

**Oversigt**

**Kontakt Lars om ...**  
Nonprofit-organisationer.

[Send Lars en meddelelse](#)

**Aktivitet**  
1.228 følgere

**En super spændende topleder stilling i Skive. Del meget gerne i dit netværk.**

Lars delte dette  
8 synes godt om

**Ja tak - lf@pluss.dk**

Lars kommenterede

**Endnu en spændende jobmulighed som Pluss er med til at besætte. Læs videre o...**

Lars delte dette  
3 synes godt om

**Er du den uddannelsesleder som Campus Vejle søger, eller kender du...**

Lars delte dette  
2 synes godt om

[Se alle](#)

**Erfaring**

**Pluss**

**Chefkonsulent**  
Pluss Leadership A/S  
aug. 2013 – nu - 5 år 5 mdr.  
Århus området, Danmark

Hos Pluss Leadership arbejder jeg primært med Strategi, Organisationsudvikling og Ledelse.

Pluss skaber forandringer, der gør de organisationer og virksomheder, vi arbejder med, til et bedre

Mi

for alle vore kerneforretningsområder.  
... Se mere



### Chefkonsulent

Finanssektorens Uddannelsescenter

jun. 2007 – jul. 2013 · 6 år 2 mdr.  
Skanderborg

Arbejdede med konsulentopgaver ude i Pengeinstitutterne indenfor ledelsesudvikling, assessment, strategi, forretnings- og organisationsudvikling, personlig udvikling, salg og kommunikation. Opgaverne var mangeartede og inkluderede alle niveauer i organisationerne.

... Se mere



### Nykredit Realkredit A/S

4 år 8 mdr.



#### Coach

feb. 2005 – jun. 2007 · 2 år 5 mdr.

Arbejdet primært med coaching af ledere og medarbejdere. Herudover sparringspartner for direktionen i region Nord.



#### Sales coach

nov. 2002 – feb. 2005 · 2 år 4 mdr.

Medlem af internt salgcoachnetværk, der primært arbejdede med salg - træning og uddannelse.



### Nykredit

11 år



#### HR Ansvarlig

1997 – 2002 · 5 år



#### Souschef

1998 – 1999 · 1 år

Administrationsafdelingen, Hovedkontor Viborg

Der var primært tale om en rationaliseringsopgave.

[Vis 2 roller til](#)



### Trainee (Stab)

Nykredit

1989 – 1990 · 1 år

Organisationsafdelingen, København

[Vis 1 erfaring til](#)

## Uddannelse

### Attractor

Summer Institute, Systemic and social construction

2014 – 2014

Institute med en lang række workshops faciliteret af Attractor og TAOS Institute. Indlæg af bl.a. Karl Tømm, Vernon Cronen, Jacob Storch, Kenneth Gergen, Dave Snowden, Andreas Wietre, Lone Hersted, Jakob Nørlem og Attractor.

### Summer Institute, Attractor

Inquiry & Movement

2012 – 2012

### Nordisk NLP Akademi

Supervisor uddannelse

2011 – 2012

Aktiviteter og foreninger: Uddannelse til certificeret supervisor



## Erfaring som frivillig

### Bestyrelsesmedlem

Skive Forenede Håndboldklubber

1990 – 1990 • mindre end et år  
Sundhed

## Kompetencer og anerkendelser

### Change Management · 15

Anerkendt af Henning Bendtsen, som har erfaring inden for området

Anerkendt af 2 af Lars' kolleger hos Pluss Leadership A/S

### Leadership Development · 23

Anerkendt af 2 af Lars' kolleger hos Pluss Leadership A/S

Anerkendt af 7 personer med erfaring inden for Leadership Development

### Workshop Facilitation · 19

Tobias Dyhr Gammelgaard og 18 forbindelser har anerkendt denne kompetence

[Vis mere](#) 



**Lars Fjalland**  
**chefkonsulent**  
HD-O, Supervisor og NLP Coach®

**Mobil: 4010 6674**  
**E-mail: lf@pluss.dk**



Hos Pluss arbejder jeg primært med opgaver inden for Ledelse, organisations- og forretningsudvikling.

Mit credo er 'at gøre organisationer til et bedre sted at være!' for alle aktører (ejere, ledere og medarbejdere) Dette mål har igennem min erhvervskarriere været en ledetråd, som jeg har arbejdet med, og efter, i de mange lærings-, konsulent-, underviser- og lederroller jeg har været i.

Uanset rolle brænder jeg for at gøre en forskel for de mennesker jeg møder. At gøre tingene med en anderledes, kreativ, spændende og humoristisk tilgang gør, at der skabes de indtryk og forstyrrelser, der er nødvendige for nye retninger og veje.

Jeg har igennem alle årene arbejdet med mange små og store organisationer - på alle niveauer, både indefra og udefra. Denne mangfoldighed har givet mig, både en stærk platform for mit arbejde med alle de involverede interessenter, og samtidig en solid erfaring indenfor analyse, procesdesign, afvikling og forankring i dagligdagen. F.eks. kan nævnes:

- En bred vifte af opgaver indenfor kompetence og forretningsudvikling
- Strategi- og konceptimplementering
- Ansvarlig for en lang række uddannelsesforløb, herunder Finanssektorens Master i Ledelse. Salgscoach/Coach
- Rådgiver for, og deltager i, diverse chef-/ledergupper og koncernudvalg.
- Personale-, rekrutterings- og uddannelsesansvarlig.

Sideløbende med mit arbejdsliv har jeg uddannet mig indenfor/som HD/Organisation og Ledelse, Proceskonsulent, NLP Master Practitioner, NLP Coach ©, Teamcoaching og Supervisor. Derudover er jeg certificeret i en række testværktøjer – MBTI og Teamkompas, SLII, FIRO-B og CPI.



g med udgangspunkt i din egen virksomhed >>



**Susanne Toft Lyngs** • 1.

Ejerdirektør. Ledertræner/coach på CAMPLYngs & HR Business partner. Speciale i ejerledelse, HR og Strategi. Region Syddanmark, Syddjylland, Danmark

Send meddelelse Mere ...

 Lyngs Management


 Aalborg Universitet

 Se kontaktoplysninger

 500+ forbindelser

Du er velkommen til at følge Lyngs Management firmasiden her på LinkedIn. Hjælper ejerdirektører med kompetenceudvikling. Er professionel indenfor HR, Strategi og Ledelse i mindre og mellemstore virksomheder. Arbejder kompetent og uhøjtideligt med virkeligheden og de udfordringer der er. Lyngs ...

[Vis mere](#) ▾



**Hvad er Susanne bedst til?**  
Hjælp os med at finde muligheder og indhold til dine forbindelser

Personal Development

Coaching


Talent Management

Executive Coaching

Dit svar er fortroligt og bliver ikke delt med dine forbindelser eller andre LinkedIn-medlemmer. Få flere oplysninger

[Ingen af ovenstående](#)

**Oversigt**




**1 fælles forbindelse**  
Du og Susanne kender begge Michael Søgaard Kristensen

**Kontakt Susanne om ...**  
Et møde over en kop kaffe, Kontrakt- og freelancearbejde, Konsulentarbejde.

[Send Susanne en meddelelse](#)


[Vis mere](#) ▾

**Artikler og aktivitet**  
1.382 følgere




**CAMPLYngs.dk og sommeren '17.**  
Susanne Toft Lyngs  
Indlæg fra LinkedIn


Jeg har henover sommeren '17 været meget optaget af strategi, branding og nyt design af CAMPLYngs. Nu er jeg mega spændt på hvordan det virker! Er taknemlig for al den hjælp, j ... se mere



**Det ser godt ud!**  
Susanne kommenterede



**Tillykke til og med personalet! :-)**  
Susanne kommenterede



**Exit - Er du afklaret? Glædeligt, at så mange ejerdirektører har tilmeldt sig...**

[Me](#)

## Erfaring



### Lyngs Management

17 år 11 mdr.

- **CAMPLyngs®** ([www.camplyngs.dk](http://www.camplyngs.dk))

jan. 2010 – nu - 9 år

[www.camplyngs.dk](http://www.camplyngs.dk)

8 x 2 dages ledertræning for ejerdirektører fordelt på 16 måneder.

Hold starter 2 gange om året med max. 8 ejerdirektører. Ligesindede samles her og tager på en personlig rejse og skaber forandring samt hjælper hinanden til god ejerledelse. Der er tid til refleksion, erfaringsudveksling og eksperimenter - direktører deler i fortrolighed deres egne udfordringer, modeller og viden. Inden start afstemmer vi forventningerne og aftaler mål og forløb.

Vi understøtter hele tiden med egne erfaringer, modeller og værktøjer... Se mere



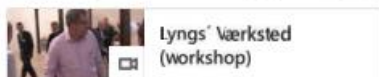
- **Lyngs' HR Værksted** ([www.lyngs.org/vaerksted](http://www.lyngs.org/vaerksted))

feb. 2015 – nu - 3 år 11 mdr.

Jylland

Eksklusivt for ejerdirektører med personaleansvar og interesse i God Ejer-ledelse samt i brugbare og enkle værktøjer til praktisk HR og personalehåndtering i ejerledede virksomheder!

Tanken bag Værkstedet er, at Lyngs Management åbner et kreativt værksted - hvor God E... Se mere



- **HR Business Partner**

feb. 2001 – nu - 17 år 11 mdr.

[www.lyngs.org/personalehandvaerker](http://www.lyngs.org/personalehandvaerker)

Fleksibel, variabel og Kompetent ydelse, som er skræddersyet til dit behov. Timebasis, fast én dag i ugen eller... Du bestemmer. Jeg har kompetencer til at fastlægge forretningsgrundlaget og optimere strukturen, personalebehovet og tiltag, udvikler ledelse og arbejdsglæden i ejerledede virksomheder. Det skaber overskud og loyalitet. Jeg assisterer ejerlederen samt mellemler... Se mere

- **Ejerdirektør**

feb. 2001 – nu - 17 år 11 mdr.

Kolding området, Danmark

Hjælper ejerdirektører:

Styrker det personlige ledelsesfundament på CAMPLyngs - 7x1½ lederudviklingsdage for ejerdirektører.

Formidler viden, fortroligt og mellem ejerdirektører på Lyngs' Værksted 2 timer - den 1. o... Se mere



### Freelance underviser på IBA Akademiuddannelsen / Ledelse og Strategisk HR

IBA Erhvervsakademi Kolding

feb. 2013 – nu - 5 år 11 mdr.

Kolding Area, Denmark

Underviser i Strategisk HR, Ledelse i praksis, HRM, Samtalen som redskab, Coaching og konflikthåndtering mm.

P.t. i alt 22 hold. Gennemsnitskarakter: 10,6



### Mødeleder i Kolding

GLOBAL Network

feb. 2010 – dec. 2012 - 2 år 11 mdr.



### Afdelingsleder, souschef, underviser

AOF SYD

feb. 2001 – aug. 2004 - 3 år 7 mdr.

Me



#### Partner og programleder

Jonathan A/S

okt. 1998 – jan. 2001 • 2 år 4 mdr.

Skanderborg

Ejerledelse og udvikling

Vis 2 erfaringer til ▾

#### Uddannelse



##### Aalborg Universitet

Master of Business Administration (M.B.A.), Strategi og Ledelse, Gennemsnitskarakter:

10 (13 skala)

1984 – 1989

Aktiviteter og foreninger: Hovedopgave: Strategisk Alliancer

Speciale: STRATEGISKE ALLIANCER, etablering og drift.

##### Thisted - Hurup Handelsskole

HHX, 1.årig, Økonomi og ledelse

1983 – 1984

##### Morsø Gymnasium

1979 – 1982

Vis 1 uddannelse til ▾

#### Erfaring som frivillig



##### Styregruppemedlem / ejerskifte

Business Kolding

aug. 2014 – aug. 2014 • 1 md.

Videnskab og teknologi

Strategikonsulent, coach og personalehåndværker hjælper ejerledere med ejerskifte

##### Bestyrelsesmedlem i forening

Sparringpartner netværket Kolding-Fredericia

maj 2011 – okt. 2012 • 1 år 6 mdr.

Videnskab og teknologi

Bestyrelsesmedlem i foreningen SPKF

Forretningssparring til iværksættere i Kolding og Fredericia

#### Kompetencer og anerkendelser



**Organizational Development** - 22



Anerkendt af 7 personer med erfaring inden for Organizational Development



**Coaching** - 11



Anerkendt af Else Gammelgaard Madsen og 1 mere med erfaring inden for området



**Management Development** - 10

Brian Gordon og 9 forbindelser har anerkendt denne kompetence

Me



**Ejerdirektør**

Susanne Toft Lyngs, 1963.

Susanne etablerede Lyngs Management, februar 2001, fordi hun ikke kunne lade være. Denne "Gen-fejl" som hun spøgefuld kalder det, brød igennem, da hun nærmede sig de 40 år og heldigvis for det. For det er et godt liv - at leve sit liv som selvstændig.

Susanne er uddannet i 1989 som Civiløkonom, cand.merc., med speciale i strategi og ledelse fra Aalborg Universitetscenter.

Uddannelsen blev i 2005 suppleret med diplomuddannelse fra IBA/Vejle Tekniske Akademi inden for ledelse og med speciale i "Udvikling af det psykiske arbejdsmiljø".

I 2007 blev kompetencerne suppleret med autorisation som ICC Coach.

Autorisationen i DiSC fra 1997 opdateres løbende og bruges ved rekruttering og personlig/gruppe udvikling.

Er FiSH facilitator

Har gennemgået AMI's kursus i brugen af spørgeskemaet om psykisk arbejdsmiljø for professionelle.

Susanne skaber forvandling hos sig selv, kolleger/kunder og firmaer, Hun har over 30 år erhvervserfaring henholdsvis som konsulent, afdelingsleder og personaleudviklingschef

## 17.6 Email-correspondence

**SV: SV: SMV interviewstatus**

Ask Hesselager [ash@danskbyggeri.dk]

**Sendt:** 16. oktober 2018 08:29**Til:** Andreas Brorson Christensen

Hej Andreas

Jo jo – men det var for at skåne dig mod at skulle være her to dag i træk.  
Jeg indkalder dig til møde begge dage. Kl. 10.00

Venlig hilsen

**Ask Hesselager**

Chefkonsulent

Kursus&amp;Udvikling

Tlf. direkte: 72 16 01 32 · Mobil: 30 34 59 45

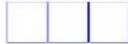


Vi samler byggeri, anlæg og industri

Nørre Voldgade 106 · 1358 København K

[www.danskbyggeri.dk](http://www.danskbyggeri.dk) · [Abonner på nyheder](#)

Følg os på:



---

**Fra:** Andreas Brorson Christensen <abch11@student.aau.dk>**Sendt:** 15. oktober 2018 17:32**Til:** Ask Hesselager <ash@danskbyggeri.dk>**Emne:** Re: SV: SMV interviewstatus

Hej Ask

Det lyder fint, men er Bo ikke interesseret i at mødes, nu jeg er i København d. 30., det ville jeg fortrækker ift. at øge validiteten af min indsamlede empiri? Hvis han er, kan jeg være på Nørre Voldgade fra kl. 13:30 og frem?

Angående vores møde lyder det fint. Jeg kan arrangere en overnatning til d. 31. så jeg vil meget gerne mødes med dig dér - skal vi sige kl. 10?

Mvh

Andreas

Den 15. okt. 2018 kl. 15.23 skrev Ask Hesselager <[ash@danskbyggeri.dk](mailto:ash@danskbyggeri.dk)>:

Hej Andreas



Det lader til at være vanskeligt :o)

Bo kan den 30. og jeg den 31.

Jeg har derfor følgende forslag:

Du tager bo per. Telefon den 30. og mig mødes du med her på Nørre Voldgade den 31. om formiddagen  
tidspunkt efter dit valg.

Alternativt kan vi begge den 1. november om formiddagen efter dit valg.

Hvad siger du disse forslag?

Venlig hilsen

**Ask Hesselager**

Chefkonsulent

Kursus&Udvikling

Tlf. direkte: 72 16 01 32 · Mobil: 30 34 59 45



Vi samler byggeri, anlæg og industri

Nørre Voldgade 106 · 1358 København K

[www.danskbyggeri.dk](http://www.danskbyggeri.dk) · [Abonner på nyheder](#)

Følg os på:



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**Fra:** Andreas Brorson Christensen <[abch11@student.aau.dk](mailto:abch11@student.aau.dk)>

**Sendt:** 11. oktober 2018 15:58

**Til:** Ask Hesselager <[ash@danskbyggeri.dk](mailto:ash@danskbyggeri.dk)>

**Cc:** Bo Neville <[bne@danskbyggeri.dk](mailto:bne@danskbyggeri.dk)>

**Emne:** SV: SMV interviewstatus

Hej Ask

Jeg har et interview i København med en anden virksomhed der slutter kl. 12:30 tirs. d. 30/10, kunne Bo  
og du være interesseret i at lade jer interviewe fra 13:30-14:00 og frem samme dag?

Alternativt, kan I måske dagen efter, d. 31/10?

Mvh

**Andreas Brorson Christensen**

MSc student at Aalborg University

Management in the Building Industry  
tlf. 2422 8611

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**Fra:** Ask Hesselager [[ash@danskbyggeri.dk](mailto:ash@danskbyggeri.dk)]

**Sendt:** 10. oktober 2018 14:48

**Til:** Andreas Brorson Christensen

**Cc:** Bo Neville

**Emne:** SV: SMV interviewstatus

Hej Andreas

Jeg må indrømme at jeg havde glemt dig.  
Det beklager jeg!

Jer er ret presset arbejdsmæssigt lige nu.  
Men lad mig lige tale med Bo så kan vi måske finde en dag hvor du kan tale med os begge.

Håber det er ok med dig

Venlig hilsen

**Ask Hesselager**

Chefkonsulent

Kursus&Udvikling

Tlf. direkte: 72 16 01 32 · Mobil: 30 34 59 45

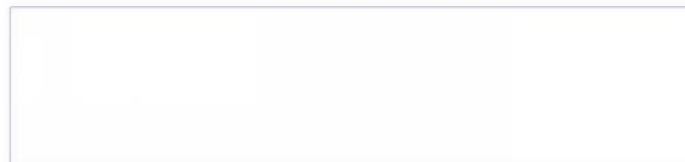


Vi samler byggeri, anlæg og industri

Nørre Voldgade 106 · 1358 København K

[www.danskbyggeri.dk](http://www.danskbyggeri.dk) · [Abonner på nyheder](#)

Følg os på:



---

**Fra:** Andreas Brorson Christensen <[abch11@student.aau.dk](mailto:abch11@student.aau.dk)>

**Sendt:** 10. oktober 2018 14:45

**Til:** Bo Neville <[bne@danskbyggeri.dk](mailto:bne@danskbyggeri.dk)>; Ask Hesselager <[ash@danskbyggeri.dk](mailto:ash@danskbyggeri.dk)>

**Emne:** SMV interviewstatus

Kære DanskByggeri kontakter

Jeg skriver til jer for at følge op, så vi kan få en dato på plads til jeres interview?

I må ikke tvivle på at jeres viden om- og indsigt i markedet er helt central for min opgave.

Mvh

**Andreas Brorson Christensen**

MSc student at Aalborg University  
Management in the Building Industry  
tlf. 2422 8611

**SV: Validering af interview-transskribering**

Lars Fjalland [lf@pluss.dk]

**Sendt:** 23. oktober 2018 09:42**Til:** Andreas Brorson Christensen

Hej Andreas

Hvad siger du til fredag morgen kl. 8.30 i denne uge?

**Venlig hilsen****Lars Fjalland**

Chefkonsulent

Hans Hartvig Seedorffs Stræde 3-5, 4. sal  
8000 Aarhus C**M** +45 4010 6674**E** [lf@pluss.dk](mailto:lf@pluss.dk)**T** +45 7026 5126**W** [www.pluss.dk](http://www.pluss.dk)**Fra:** Andreas Brorson Christensen <abch11@student.aau.dk>**Sendt:** 22. oktober 2018 08:27**Til:** Lars Fjalland <lf@pluss.dk>**Emne:** SV: Validering af interview-transskribering

Hej Lars

Jeg vil gerne ringe dig op, har du et ønsket tidspunkt? Alternativt må du meget gerne ringe mig op på 24228611?

Mvh

**Andreas Brorson Christensen**MSc student at Aalborg University  
Management in the Building Industry  
tlf. 2422 8611**Fra:** Lars Fjalland [lf@pluss.dk]**Sendt:** 19. oktober 2018 16:36**Til:** Andreas Brorson Christensen**Emne:** Re: Validering af interview-transskribering

Hej Andreas

Så fik jeg læst din opsamling som på mange områder er rigtig fin. Der er dog elementer og passager, som jeg gerne vil tale med dig om.

Kan vi gøre det i løbet af den kommende uge?

Venlig hilsen  
Lars Fjalland

Pluss Leadership  
M: 40 10 66 74

Den 12. okt. 2018 kl. 17.30 skrev Andreas Brorson Christensen <[abch11@student.aau.dk](mailto:abch11@student.aau.dk)>:

Kære Lars

Tusind tak for din indsats idag - den gjorde en forskel!

Desværre blev min værste frygt bekræftet: optagelsen af interviewet var ikke gemt på telefonen... :(

Jeg har febrilsk forsøgt at transskribere vores snak ud fra hukommelse - og kan simpelthen ikke huske mere nu. Jeg beklager faconen det er skrevet på, men det er talesprog og svært at gengive på skrift.

Kan jeg få dig til at skimme transskriberingen, og svar mig pr. mail, hvorvidt du kan godkende den som repræsentativt for vores reelle samtale.

Hvis ikke jeg kan få din accept af transskriberingen, kan jeg ikke anvende det i opgavesammenhæng.

Jeg beklager at skulle bede dig om det, da jeg mener du har gjort mere end forventeligt allerede. Skulle du have tilføjelser eller rettelser, må du meget gerne skrive dem ind i dokumentet jeg sender dig. Jeg ringer måske til dig for at få uddybet lidt ift. innovation i SMV konteksten, for jeg kan ikke huske det hele fra vores samtale.

På forhånd tak

Mvh

**Andreas Brorson Christensen**  
MSc student at Aalborg University  
Management in the Building Industry  
tlf. 2422 8611

<Question list (2nd rev).docx>

**SV: Interview ang. SMV-ledelse**

Lars Fjalland [lf@pluss.dk]

**Sendt:** 7. oktober 2018 22:19**Til:** Andreas Brorson Christensen

Hej Andreas

På den baggrund er du velkommen i Aarhus til en snak.

Hvad siger du til torsdag eller fredag i den kommende uge?

**Venlig hilsen****Lars Fjalland**

Chefkonsulent

Hans Hartvig Seedorffs Stræde 3-5, 4. sal  
8000 Aarhus C**M** +45 4010 6674**E** [lf@pluss.dk](mailto:lf@pluss.dk)**T** +45 7026 5126**W** [www.pluss.dk](http://www.pluss.dk)**Fra:** Andreas Brorson Christensen <abch11@student.aau.dk>**Sendt:** 7. oktober 2018 10:49**Til:** Lars Fjalland <lf@pluss.dk>**Emne:** SV: Interview ang. SMV-ledelse

Hej Lars

Først og fremmest så er interviewet af en ikke-detaljeret karakter, så jeres fokus på tværs af brancher er udmærket ift. at belyse de problematikker en SMV kan støde på. Jeg skal tale med DanskByggeri samt SMV Danmark, og burde i den forbindelse få belyst byggeri-vinklen.

Dog vil jeg gerne om du måske kunne reflektere over, om der er noget særskilt ved byggebranchens SMV I oplever?

Samtidig vil jeg gerne informere om at trods jeres mere generiske forhold til SMV'erne, vil jeg stille spørgsmål til byggebranchen. Det er ikke fordi jeg ikke ønsker at respektere jeres udsagn, specificeret i din mail, det handler slet og ret om validiteten af interviewet. Altså, om jeg kan anvende det i opgavesammenhæng - hvis jeg ikke giver jer chancen for at svare på mine spørgsmål vil det betyde at mit arbejde og vores interview er mindre brugbart.

- Jeres svar på byggebranche-spørgsmålene er helt op til dig, jeg forventer ikke andet fra dig end din ærlighed.

Jeg sætter pris på at du informere mig om jeres videns- og kompetence-grænser. Jeg håber stadig du ønsker at deltage, for jeg mener at jeres viden kan hjælpe mig?

I din mail lyder det næsten som om du kender til konsulentvirksomheder med byggebranchens SMV i fokus - sådanne har jeg ikke formået at finde, kan du nævne nogle virksomheder?

Mvh

**Andreas Brorson Christensen**

MSc student at Aalborg University  
Management in the Building Industry  
tlf. 2422 8611

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**Fra:** Lars Fjalland [lf@pluss.dk]

**Sendt:** 5. oktober 2018 15:22

**Til:** Andreas Brorson Christensen

**Cc:** Karsten Vind

**Emne:** Interview ang. SMV-ledelse

Hej Andreas

Jeg har fået din mail videresendt fra Karsten Vind og vil gerne tale med dig om dit speciale.

Jeg er ansat i det core team der arbejder med vækst via fokus på strategi, organisering og ledelse i SMV-segmentet og dermed i berøring med en lang række ejerledere.

Det er dog også vigtigt for mig (og os) at sige, at Pluss ikke har et specielt vidensgrundlag for byggebranchen! Men arbejder i alle forskellige brancher. Og det vil være dette generelle perspektiv vi kan tage snak ud fra. En række udfordringer, problemstillinger og løsninger er gennemgående på tværs af brancher. MEN vi er nævnt ikke specielt branchevidende og jeg derfor ikke kan og vil udtale mig om byggebranchen, men mere i et SMV perspektiv.

Jeg kan ud fra dine spørgsmål se, at du måske søger noget mere målrettet og vil bede dig overveje, hvorvidt vi er den rette samtalepartner for dig?

Hvis du vurderer, at det stadig er interessant for dig, så er du meget velkommen.

Ser frem til at høre fra dig.

**Venlig hilsen**

**Lars Fjalland**  
Chefkonsulent

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Hans Hartvig Seedorffs Stræde 3-5, 4. sal  
8000 Aarhus C

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**W** [www.pluss.dk](http://www.pluss.dk)

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**Fra:** Andreas Brorson Christensen <[abch11@student.aau.dk](mailto:abch11@student.aau.dk)>

**Sendt:** 4. oktober 2018 10:30



**Til:** Karsten Vind <[kv@pluss.dk](mailto:kv@pluss.dk)>

**Emne:** Interview ang. SMV-ledelse

Kære Karsten Vind

Jeg har forgæves ringet til dig, derfor denne mail.

Jeg er ved at skrive mit afsluttende kandidat-speciale inden for byggeledelse, og har i den forbindelse brug din viden inden for ejerledelse.

Jeg vil hører om du vil være med i et interview. Interviewet jeg ønsker at lave med dig tager ca. 1 time afhængig af hvor langt omkring snakken kommer.

Interviewet omhandler SMV'er i byggebranchen, og de udfordringer de måtte have - med fokus på ledelsens rolle i SMV'erne.

Du får her noget lidt mere konkret, jeg har taget et udpluk af nogle spørgsmål:

- Hvad er den typiske problemstilling SMV'erne kommer til jer med?
- Sammenlignet med andre brancher, hvad karakteriserer byggebranchen for SMV'erne?
- Kan du fortælle mig lidt om ledelsesformen i byggebranchens SMV'er – hvad oplever I?
- Kan du sætte nogle ord på den rolle lederne har i byggebranchens SMV'er?
- Hvordan vurderer du konkurrence i byggebranchen som SMV'erne opererer i?
- Oplever I at SMV'erne har politisk opbakning?

Angående en evt. dato, vil jeg gerne efterkomme dine ønsker til en dato – på nær i uge 42, hvor jeg ikke er i landet.

Jeg håber du vil være med.

Med venlig hilsen

**Andreas Brorson Christensen**

MSc student at Aalborg University  
Management in the Building Industry  
tlf. 2422 8611

**SV: Interview SMV-ledelse**

Andreas Brorson Christensen

**Sendt:** 30. oktober 2018 18:22**Til:** Thomas Birger Hansen [hansen@SMVdanmark.dk]

Hej Thomas

Det er så sandelig mig der takker.

Jeg ser lige på om Aalborg Uni.-bib. kan få bogen hjem til mig.

Mvh

**Andreas Brorson Christensen**

MSc student at Aalborg University

Management in the Building Industry

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**Fra:** Thomas Birger Hansen [hansen@SMVdanmark.dk]**Sendt:** 30. oktober 2018 14:07**Til:** Andreas Brorson Christensen**Emne:** SV: Interview SMV-ledelse

Hej Andreas

Tak for tidligere i dag. Herved et link, der kort beskriver den bog jeg talte om.

<https://www.lederweb.dk/dokumentarkiv/boger/mesterledelse/>

Thomas

Venlig hilsen

**Thomas Birger Hansen**

Foreningskonsulent

T +45 32 63 03 55

M +45 24 41 51 40

**SMVdanmark**Islands Brygge 26 | 2300 Kbh. S | [SMVdanmark.dk](http://SMVdanmark.dk) | T +45 33 93 20 00 |.Læs [SMVdanmarks Privatlivspolitik](#)

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**Fra:** Andreas Brorson Christensen <abch11@student.aau.dk>**Sendt:** 3. oktober 2018 10:01**Til:** Thomas Birger Hansen <hansen@SMVdanmark.dk>**Emne:** Interview SMV-ledelse

Kære Thomas Birger Hansen

Tak, fordi du ønsker at deltage.

Jeg er, som sagt, i gang med at skrive mit kandidat-speciale.

Interviewet jeg ønsker at lave med dig tager ca. 1 time, afhængig af hvor langt omkring snakken kommer, det er selvfølgelig i min interesse at vi kommer vidt omkring.

Interviewet omhandler SMV'er i byggebranchen, og de udfordringer de måtte have - med fokus på ledelsens rolle i SMV'erne.

Du bad mig sende dig noget mere konkret, jeg har taget et udpluk af nogle spørgsmål:

- Hvad er den typiske problemstilling SMV'erne kommer til jer med?
- Sammenlignet med andre brancher, hvad karakteriserer byggebranchen for SMV'erne?
- Kan du fortælle mig lidt om ledelsesformen i byggebranchens SMV'er – hvad oplever I?
- Kan du sætte nogle ord på den rolle lederne har i byggebranchens SMV'er?
- Hvordan vurderer du konkurrence i byggebranchen som SMV'erne opererer i?
- Oplever I at SMV'erne har politisk opbakning?

Angående en dato, vil jeg gerne efterkomme dine ønsker til en dato – på nær i uge 42, hvor jeg ikke er i landet. Jeg ønsker så vidt muligt at færdiggøre alle mine interview pr. 1/11.

Med venlig hilsen

**Andreas Brorson Christensen**

MSc student at Aalborg University  
Management in the Building Industry

**SV: SMV interviewstatus**

Dorte Kulle [kulle@SMVdanmark.dk]

**Sendt:** 22. oktober 2018 10:33**Til:** Andreas Brorson Christensen; Kristian Bech [bech@SMVdanmark.dk]

Hej Andreas

Jeg tænker at du ift spørgsmålene får mere ud af Kristian. Som skrevet tidligere overlapper min viden meget med Thomas', så han kan fortælle de samme ting om ledelse, som jeg kan. Jeg er ikke inde i byggeriets særlige udfordringer andet end, at der kan være større udfordringer ved at lede en servicevirksomhed en produktion.

Men ellers vend tilbage med konkrete spørgsmål.

Venlig hilsen

**Dorte Kulle**

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M +45 22 17 47 17

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**Fra:** Andreas Brorson Christensen <abch11@student.aau.dk>**Sendt:** 22. oktober 2018 08:35**Til:** Kristian Bech <bech@SMVdanmark.dk>; Dorte Kulle <kulle@SMVdanmark.dk>**Emne:** SV: SMV interviewstatus

Hej Dorte og Kristian

Jeg mangler svar fra jer, hvem af jer kommer til interviewet d. 30/10 kl. 11:30-12:30?

Mvh

**Andreas Brorson Christensen**

MSc student at Aalborg University

Management in the Building Industry

tlf. 2422 8611

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**Fra:** Andreas Brorson Christensen**Sendt:** 11. oktober 2018 12:03**Til:** Kristian Bech; Thomas Birger Hansen; Dorte Kulle**Emne:** SV: SMV interviewstatus

Hej

Det lyder som en idé, dog er jeg nødt til at bede jer afsætte mere tid.

Interviewet tager ca. én time pr. person, kvaliteten af interviewene er direkte sammenhængende med tiden vi kan ligge i det. Jeg vil gerne bede om 2 timer, og så kan vi sige at kun to af jer deltager, i to separate interviews - andet kan jeg ikke forsvare til min eksamen.

Kan vi sige at jeg interviewer Thomas og enten Dorte eller Kristian, mellem kl. 10.30 og 12.30 tirsdag d. 30/10?

Mit foreslag hedder:

Thomas kl. 10:30-11:30  
Kristian/Dorte kl. 11:30-12:30

Mvh

**Andreas Brorson Christensen**

MSc student at Aalborg University  
Management in the Building Industry  
tlf. 2422 8611

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**Fra:** Kristian Bech [bech@SMVdanmark.dk]

**Sendt:** 11. oktober 2018 11:03

**Til:** Thomas Birger Hansen; Dorte Kulle; Andreas Brorson Christensen

**Emne:** SV: SMV interviewstatus

Den er fin.

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**Fra:** Thomas Birger Hansen

**Sendt:** 11. oktober 2018 11:01

**Til:** Dorte Kulle <kulle@SMVdanmark.dk>; Andreas Brorson Christensen <abch11@student.aau.dk>; Kristian Bech <bech@SMVdanmark.dk>

**Emne:** SV: SMV interviewstatus

Den er købt

Venlig hilsen

**Thomas Birger Hansen**

Foreningskonsulent

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Læs [SMVdanmarks Privatlivspolitik](#)

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**Fra:** Dorte Kulle

**Sendt:** 11. oktober 2018 10:48

**Til:** Andreas Brorson Christensen <abch11@student.aau.dk>; Thomas Birger Hansen <hansen@SMVdanmark.dk>; Kristian Bech <bech@SMVdanmark.dk>

**Emne:** SV: SMV interviewstatus

Hej Andreas

Jeg tænker vi kan prøve med tirsdag den 30/10 kl 11-12 og så kan du evt tale med os alle den time eller en halv time hver?

Hvad siger I andre til det?

Venlig hilsen

**Dorte Kulle**

Chefkonsulent

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**SMVdanmark**

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**Fra:** Andreas Brorson Christensen <[abch11@student.aau.dk](mailto:abch11@student.aau.dk)>

**Sendt:** 11. oktober 2018 10:41

**Til:** Thomas Birger Hansen <[hansen@SMVdanmark.dk](mailto:hansen@SMVdanmark.dk)>; Kristian Bech <[bech@SMVdanmark.dk](mailto:bech@SMVdanmark.dk)>; Dorte Kulle <[kulle@SMVdanmark.dk](mailto:kulle@SMVdanmark.dk)>

**Emne:** SV: SMV interviewstatus

Hej

Jeg vil gerne samle jer sammen, nu jeg tager turen fra Aarhus.

Hvad siger I til tirs. d. 30/10 eller ons. d. 31/10?

Mvh

**Andreas Brorson Christensen**

MSc student at Aalborg University  
Management in the Building Industry  
tlf. 2422 8611

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**Fra:** Thomas Birger Hansen [[hansen@SMVdanmark.dk](mailto:hansen@SMVdanmark.dk)]

**Sendt:** 11. oktober 2018 10:24

**Til:** Andreas Brorson Christensen; Kristian Bech; Dorte Kulle

**Emne:** SV: SMV interviewstatus

Jeg kan ikke den 24/10:

Uge 44: Mandag, tirsdag (helst efter 1030) – onsdag frem tom. 13 (hvor jeg går til møde), torsdag efter kl. 13, fredag frem tom kl. 11 (hvor jeg går til møde).

Thomas

Venlig hilsen

**Thomas Birger Hansen**

Foreningskonsulent

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**Fra:** Andreas Brorson Christensen <[abch11@student.aau.dk](mailto:abch11@student.aau.dk)>

**Sendt:** 11. oktober 2018 10:19

**Til:** Kristian Bech <[bech@SMVdanmark.dk](mailto:bech@SMVdanmark.dk)>; Dorte Kulle <[kulle@SMVdanmark.dk](mailto:kulle@SMVdanmark.dk)>; Thomas Birger Hansen



<[hansen@SMVdanmark.dk](mailto:hansen@SMVdanmark.dk)>

**Emne:** SV: SMV interviewstatus

Hej SMVDanmark-kontakter

Jeg er blevet opfordret til at komme med nogle datoer. Jeg kan forstå på Thomas, at han har tid fra uge 43 og frem - jeg håber det samme gør sig gældende for I andre.

Udover fredag i uge 43 har jeg intet i min kalender i uge 43-44. Jeg tænker jeres kalendere bliver den begrænsende faktor.

Jeg kan foreslå onsdag d. 24/10 i uge 43?

Mvh

**Andreas Brorson Christensen**

MSc student at Aalborg University  
Management in the Building Industry  
tlf. 2422 8611

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**Fra:** Kristian Bech [[bech@SMVdanmark.dk](mailto:bech@SMVdanmark.dk)]

**Sendt:** 11. oktober 2018 09:19

**Til:** Andreas Brorson Christensen

**Emne:** SV: SMV interviewstatus

OK, medmindre du bor i Kbh., så synes jeg bare du skal spille ind med, hvornår det passer dig, så skal jeg no passe dig ind, så du ikke skal rejse for mange gange.

---

**Fra:** Andreas Brorson Christensen <[abch11@student.aau.dk](mailto:abch11@student.aau.dk)>

**Sendt:** 11. oktober 2018 08:51

**Til:** Kristian Bech <[bech@SMVdanmark.dk](mailto:bech@SMVdanmark.dk)>

**Emne:** SV: SMV interviewstatus

Hej Kristian

Det er ikke et telefoninterview - jeg kommer til jer og laver interviewene.

Min forventninger til jer er ikke at få "et korrekt" svar på alle spørgsmål jeg stiller, for der er ikke et korrekt svar - det kan være du ved mere om ét end noget andet, det er helt fint. Min opgave er at indsamle dine oplevelser og viden, de to er lige så meget empiri i en kvalitativ sammenhæng som tal og påviselige facts er i kvantitative sammenhænge.

Jeg er bevidst om at jeg med nogle af spørgsmålene ligger mig udenfor jeres- og din profil - men det handler om validiteten af interviewet. Altså, om jeg kan anvende det i opgavesammenhæng - hvis jeg ikke giver jer chancen for at svare på mine spørgsmål vil det betyde at mit arbejde og vores interview er mindre brugbart.

- Jeres svar på byggebranche-spørgsmålene er helt op til dig, jeg forventer ikke andet fra dig end din ærlighed.

Mvh

**Andreas Brorson Christensen**

MSc student at Aalborg University  
Management in the Building Industry  
tlf. 2422 8611

---

**Fra:** Kristian Bech [[bech@SMVdanmark.dk](mailto:bech@SMVdanmark.dk)]

**Sendt:** 10. oktober 2018 15:12



**Til:** Andreas Brorson Christensen  
**Emne:** SV: SMV interviewstatus

Er det tlf. interview?

Jeg kan nok svare kvalificeret på de spørgsmål jeg har markeret med grøn og semikvalificeret på dem med gul og slet ikke på de røde. Vi har brancheorganisationer, som eksempelvis Dansk Håndværk, der kan svare bedre på de andre.

- Hvad er den typiske problemstilling SMV'erne kommer til jer med?
- Sammenlignet med andre brancher, hvad karakteriserer byggebranchen for SMV'erne?
- Kan du fortælle mig lidt om ledelsesformen i byggebranchens SMV'er – hvad oplever I?
- Kan du sætte nogle ord på den rolle lederne har i byggebranchens SMV'er?
- Hvordan vurder du konkurrence i byggebranchen som SMV'erne opererer i?
- Oplever I at SMV'erne har politisk opbakning?

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**Fra:** Andreas Brorson Christensen <[abch11@student.aau.dk](mailto:abch11@student.aau.dk)>

**Sendt:** 10. oktober 2018 14:52

**Til:** Kristian Bech <[bech@SMVdanmark.dk](mailto:bech@SMVdanmark.dk)>

**Emne:** SV: SMV interviewstatus

Hej Kristian

Det lyder godt, kan du komme med en bud på en dato? Jeg ligger det ud til dig da jeg gerne vil imødekomme jeres ønsker - nu I ønsker at bruge jeres tid sammen med mig?

Tak, for dit input. Jeg har aftaler på plads med DanskByggeri om interviews - jeg forventer de kan klarlægge branchespecifikke nuancer.

Mvh

**Andreas Brorson Christensen**

MSc student at Aalborg University  
Management in the Building Industry  
tlf. 2422 8611

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**Fra:** Kristian Bech [[bech@SMVdanmark.dk](mailto:bech@SMVdanmark.dk)]

**Sendt:** 10. oktober 2018 14:46

**Til:** Andreas Brorson Christensen; Dorte Kulle; Thomas Birger Hansen

**Emne:** SV: SMV interviewstatus

Hej Andreas,

Jeg deltager gerne. Tror dog, at nogle af dine spørgsmål besvares bedst af vores brancheorganisationer.

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**Fra:** Andreas Brorson Christensen <[abch11@student.aau.dk](mailto:abch11@student.aau.dk)>

**Sendt:** 10. oktober 2018 14:42

**Til:** Dorte Kulle <[kulle@SMVdanmark.dk](mailto:kulle@SMVdanmark.dk)>; Thomas Birger Hansen <[hansen@SMVdanmark.dk](mailto:hansen@SMVdanmark.dk)>; Kristian Bech <[bech@SMVdanmark.dk](mailto:bech@SMVdanmark.dk)>

**Emne:** SMV interviewstatus

Kære SMVDanmark kontakter

Jeg skriver til jer for at følge op, så vi kan få en dato på plads til jeres interview?

I må ikke tvivle på at jeres viden og indsigt i markedet er helt central for min opgave.

-Dorte Kulle, jeg har ikke hørt fra dig, men jeg håber du ønsker at deltage?

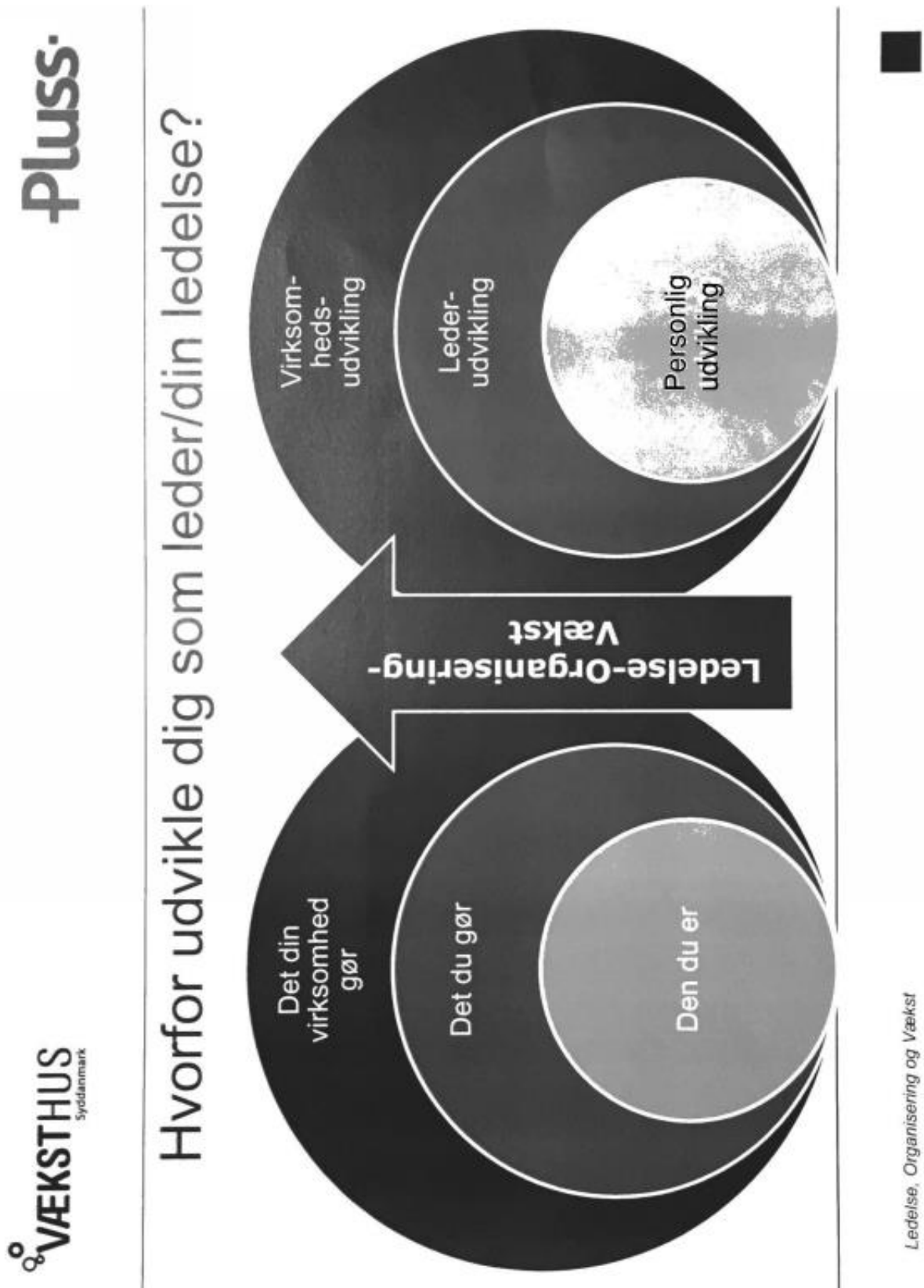
Mvh

**Andreas Brorson Christensen**

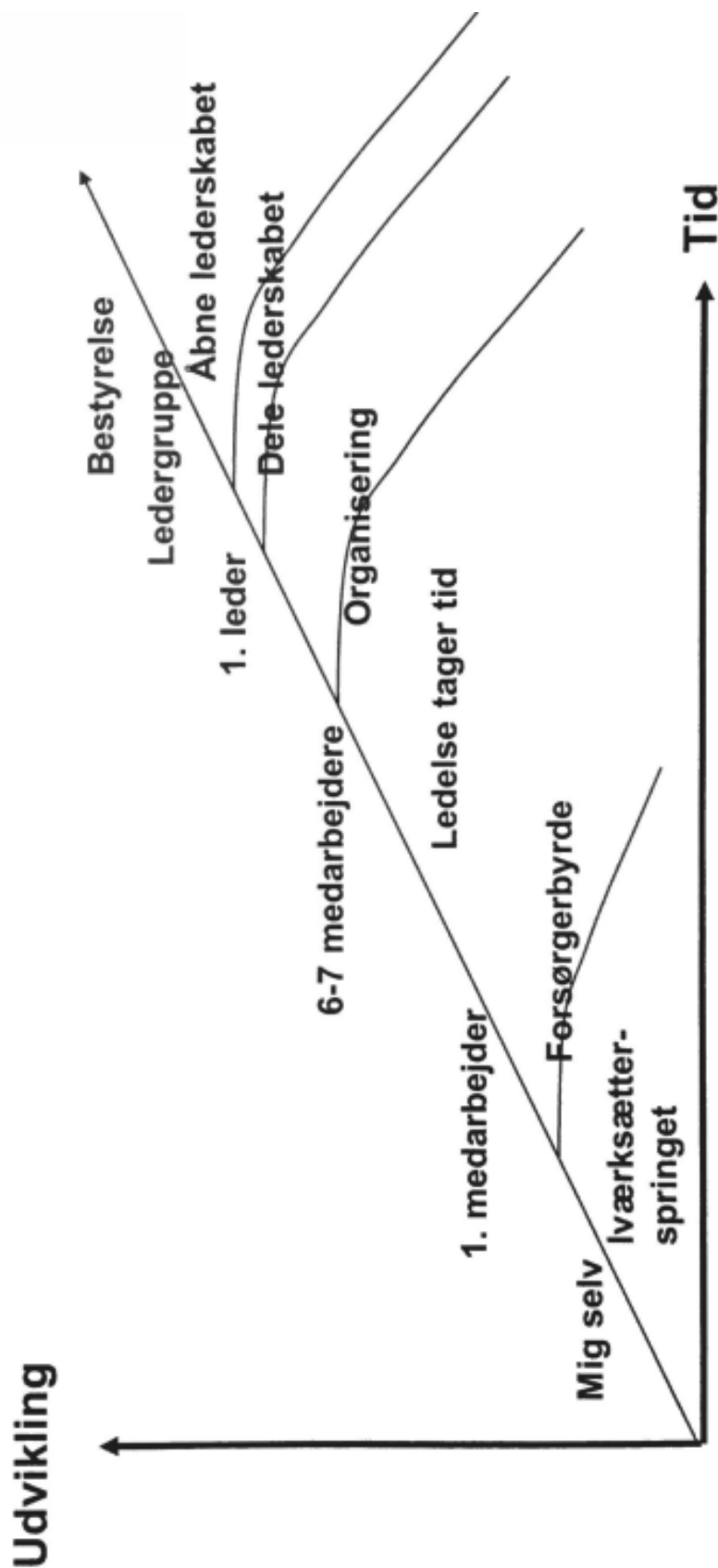
MSc student at Aalborg University  
Management in the Building Industry  
tlf. 2422 8611

## 18. Annex

### 18.1 Pluss material



## Udvikling i SMV'ere



Ledelse, Organisering og Vækst

Kilde: Pluss og Væksthusene

## 11 centrale og generelle ledelsesproblemstillinger og udfordringer i SMV-segmentet

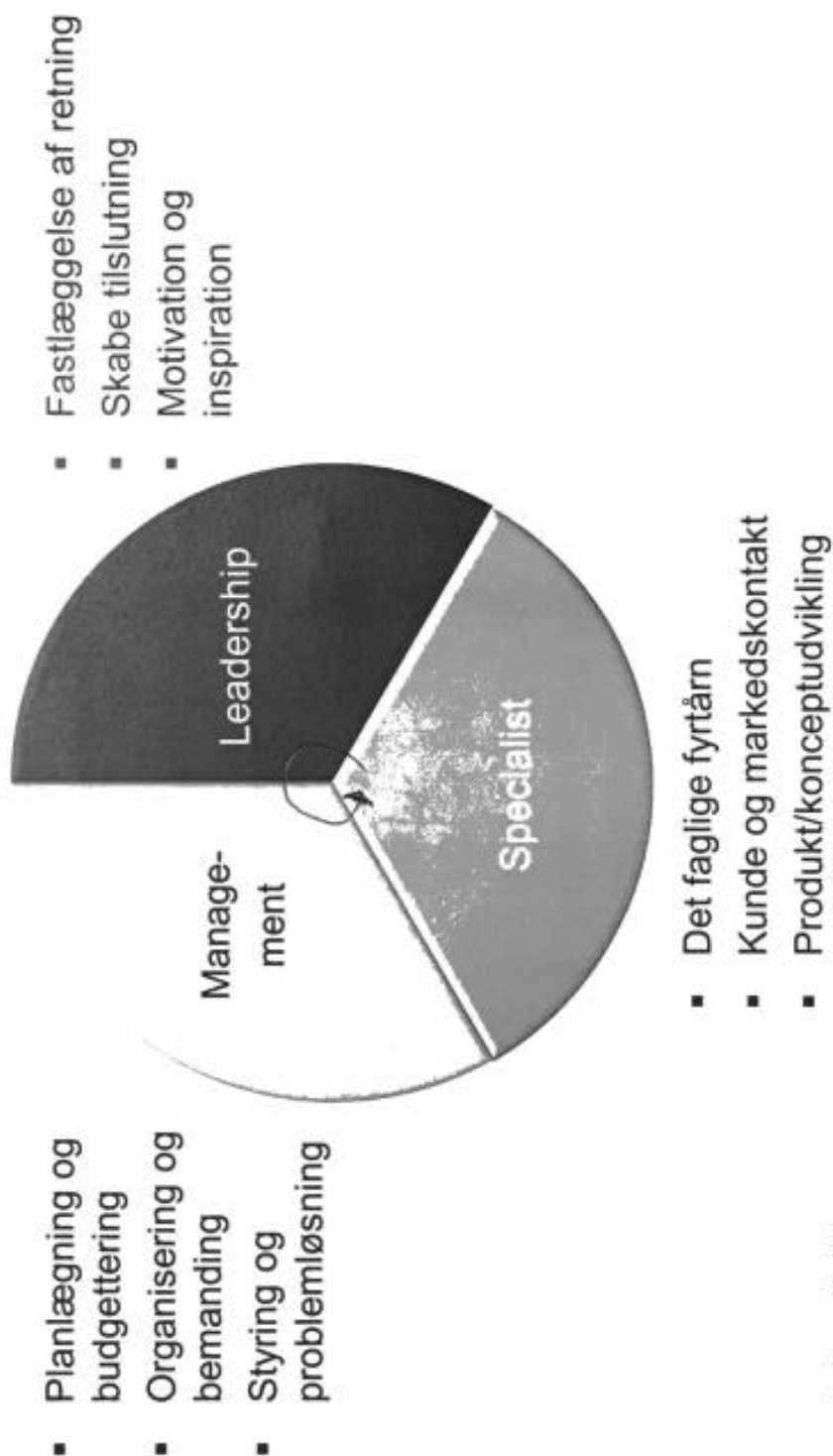
1. Ledelse er ofte ikke lederens kernekompetence, herunder kommunikation
2. Kravene til ledelse ændrer sig markant i takt med, at virksomheden bliver større jf. vækstkurven
3. Lederne mangler evnen til at skabe det stærke team – især lederteamet (ej fokus)
4. Lederne har ofte svært ved at håndtere de mange modsatte krav, der stilles til dem (management, specialist og lederskab)
5. Lederne kan mangle evnen eller viljen til at slippe magten (kontrollen) og rollen som 'fixer'
6. Manglende blik for/evne til at involvere medarbejderne (optimalt)
7. De kan have svært ved at skabe den nødvendige og rette motivation, forstyrrelse og bevægelse (1:1 og 1:flere)
8. Lederne hænger ofte fast i detaljen og driften og har (tit) svært ved at uddelegere arbejdsopgaver
9. De bruger ikke eksterne rådgivere og samarbejdspartnere (godt) nok.
10. Flere arbejder ikke kontinuerligt (strategisk) med virksomhedsudvikling
11. Rekruttering er ofte typisk ikke systematiseret og strategisk

Ledelse, Organisering og Vækst

Kilde: Pluss

4

## Virksomhedsledelse



Ledelse, Organisering og Vækst



#### ■ MODUL 1: Vision, mål og værdigrundlag

Find ind til kernen af drømmen for, hvad du ønsker at skabe og gør det til "fortællingen" om din virksomhed, så du sikrer fremtidig arbejdskraft og et stærkt følgeskab hos medarbejderne.

En virksomhed uden strategi og mål er som et skib uden kompas og retning. Igennem forskellige læringsprocesser og metoder tilegner du dig konkrete styringsegenskaber og får værktøjerne til at lede din virksomhed på et nyt grundlag.

Værdierne er limen i virksomheden og udgør fælles retningslinjer/leveregler for samarbejdet blandt alle ansatte. Når værdierne er bevidst forankrede i alle aspekter af virksomhedens aktiviteter, frigøres der ressourcer i organisationen, fordi alle medarbejdere ser et formål og handler efter samme værdisæt – hvilket i sidste ende fører til øget effektivitet og forbedning af virksomhedens konkurrencekraft.

#### ■ MODUL 2: Forretningsmodel for vækst

Vi samler tråden op fra modul 1 og sætter fokus på, hvordan du systematisk kan arbejde med at udvikle forretningsmodellen i din virksomhed. Det handler bl.a. om, at du får tydeliggjort, hvad der er din virksomheds særlige konkurrencemæssige fordel. Det gælder både udadtil i markedet og overfor nuværende og potentielle kunder, og det gælder indadtil i organisationen.

Og så gælder det selvfølgelig også om, hvordan du kan skabe øget indtjening gennem udvikling af din forretning. Dertil arbejdes med innovation af forretningsmodellen.

#### ■ MODUL 3: Kommunikation og forandringsledelse

Fremstå autentisk og handlekraftig som leder. Med udgangspunkt i din personprofil, viden om sammenhængen mellem virksomhedens udviklingsfase og den ledelsesmæssige opgave samt en kortlægning af

dine arbejdsopgaver, får du skabt tid til fokuseret ledelse gennem viden om egne styrker og udviklingspotentiale.

De kommunikative redskaber og færdigheder er måske dine vigtigste virkefelter i forhold til at opnå øget vækst. Vi arbejder derfor i hele forløbet med at opøve disse, således at der skabes værende og værdifuld tilslutning til de ønsker og ambitioner du har til din virksomhed.

#### ■ MODUL 4: Organisering

Vi arbejder med, hvordan du skaber en effektiv, forandringsparat og dynamisk organisation, som er gearret til at imødekomme fremtidens krav, så de fastsatte mål indfries.

Når der skal ansættes nye medarbejdere, er det vigtigt at overveje, hvilke ressourcer, kompetencer og personprofiler virksomheden i forvejen har, og hvad der er behov for i relation til at opnå fremtidige mål. Du får redskaber til at gennemføre effektfulde ansættelsessamtaler og indkøringsforløb for nye medarbejdere, således at der skabes værdi hurtigst muligt for din virksomhed.

#### FORLØBET

Forløbet består af 9 workshops af ca. fire timers varighed inkl. forplejning. En repræsentant fra Væksthus Syddanmark er til stede under hele forløbet, mens afviklingen af workshopforløbet faciliteres af chefkonsulent Lars Fjalland fra Pluss.

#### PRIS OG TILMELDING

8.500 kr. (ex moms) pr. deltager for hele forløbet. Du vil få sendt en faktura efter tilmelding. [Tilmeld dig på \[www.vhsyd.dk/ledelsesworkshop\]\(http://www.vhsyd.dk/ledelsesworkshop\)](http://Tilmeld%20dig%20p%C3%A5%20www.vhsyd.dk/ledelsesworkshop)

#### YDERLIGERE INFORMATION

Vil du vide mere om 'Ledelse, Organisering & Vækst' så kontakt vækstkonsulent Kathrine Gabriel på 24 65 80 07 eller [kbg@vhsyd.dk](mailto:kbg@vhsyd.dk)

## DATOER FOR WORKSHOPS

#### STEDER

Syddanske Forskerparker (centerbygningen), Forskerparken 10, 5230 Odense M  
Videnbyen, \* Cortex Park 26, 5230 Odense M / Lokale: Orange Meeting Room

#### MODUL 1: VISION, MÅL OG VÆRDIGRUNDLAG

19. april 2018 kl. 14.45-19.00  
17. maj 2018 \* kl. 14.45-19.00

#### MODUL 2: FORRETNINGSMODEL FOR VÆKST

14. juni 2018 kl. 14.45-19.00  
20. september 2018 kl. 14.45-19.00

#### MODUL 3: KOMMUNIKATION OG FORANDRINGSLEDELSE

25. oktober 2018 kl. 14.45-19.00  
22. november 2018 \* kl. 14.45-19.00  
24. januar 2019 kl. 14.45-19.00

#### MODUL 4: ORGANISERING

21. februar 2019 kl. 14.45-19.00  
21. marts 2019 kl. 14.45-19.00