## Emilio Matthaei The Nature of Executive Work

ر بر

A Case Study



RESEARCH

## Contents

Foreword	V
Acknowledgements V	ΊI
List of Figures X	V
List of Tables XV	ΊI
Chapter I – Introduction	1
1 Studying "Executive Work"	3
<ul> <li>2 How the Research'and Thesis Are Guided</li> <li>2.1 Empirical Research Framework</li> <li>2.2 Structure of the Thesis</li> </ul>	7 7 9
Chapter II – Literature Review	11
1.1 A Brief Sketch of the Classical Management School       1.1         1.2 Motivation of the Work Activity School       1.1	13 13 14 15
<ul> <li>2.1 Research Questions</li> <li>2.2 Methods Applied</li> <li>2.3 Empirical Fields</li> <li>2.4 Towards a Map of Empirical Studies</li> <li>2.4.1 Job</li> <li>2.4.1.1 Demands</li> <li>2.4.1.2 Constraints</li> <li>2.4.1.3 Choices</li> <li>2.4.2 Object</li> <li>2.4.2.1 Characteristics</li> <li>2.4.2.2 Individual Perception</li> </ul>	17 17 23 29 32 33 34 36 37 37 38 38

•

	2.4.	3 Activity	39
		2.4.3.1 Activities	40
		2.4.3.2 Time Distribution	42
		2.4.3.3 Behavior	44
		2.4.3.4 Managerial Roles	46
	2.5 Lite	rature Map of the Work Activity School	48
		or Contributions and Scholars of the Work Activity School	49
	•	1 Foundational Contributions by Sune Carlson	50
		2 Lateral Relationships and Systematic Understanding	
		by Leonard Sayles	52
	2.6.	B Demands, Constraints, and Choices of Jobs	
		by Rosemary Stewart	53
	2.6.	4 The Theory of Managerial Work by Henry Mintzberg	57
	2.6.	5 ICT and Managerial Work by Ralf Reichwald et al.	62
	2.6.	5 Jobs, Managers, and Activities by John Kotter	66
	2.6.	7 New Directions in Managerial Work by Stefan Tengblad	69
		1	
3	Conclus	ion of Literature Review	73
~			
C	hapter I	I – Case Study Methodology	75
	-	I – Case Study Methodology	75
	Case St		
	Case St 1.1 Res	ıdy Framing	77
	Case St 1.1 Res 1.2 Res	ady Framing	77 77
	Case St 1.1 Res 1.2 Res 1.3 Cha 1.3.	ady Framing         earch Questions         earch Strategy         llenges in Studying the Executive         1 Objectivity and Consistency	77 77 78
	Case St 1.1 Res 1.2 Res 1.3 Cha 1.3.	ady Framing         earch Questions         earch Strategy         llenges in Studying the Executive         1 Objectivity and Consistency	77 77 78 80
	Case St 1.1 Res 1.2 Res 1.3 Cha 1.3. 1.3.	ady Framing         earch Questions         earch Strategy         llenges in Studying the Executive	77 77 78 80 81
	Case St 1.1 Res 1.2 Res 1.3 Cha 1.3. 1.3. 1.3. 1.4 Exi	ady Framing         earch Questions         earch Strategy         llenges in Studying the Executive         1 Objectivity and Consistency         2 Convenience for the Executive         3 Comparability         sting Methods and Evaluation	77 77 78 80 81 82
	Case St 1.1 Res 1.2 Res 1.3 Cha 1.3. 1.3. 1.3. 1.4 Exi 1.5 Arg	ady Framing         earch Questions         earch Strategy         llenges in Studying the Executive         1 Objectivity and Consistency         2 Convenience for the Executive         3 Comparability         sting Methods and Evaluation         uments for the Method Selections	77 77 78 80 81 82 83
	Case St 1.1 Res 1.2 Res 1.3 Cha 1.3. 1.3. 1.3. 1.4 Exi 1.5 Arg 1.6 Cha	ady Framing         earch Questions         earch Strategy         llenges in Studying the Executive         1 Objectivity and Consistency         2 Convenience for the Executive         3 Comparability         exting Methods and Evaluation         uments for the Method Selections         ice of Methods Applied	77 77 78 80 81 82 83 83
	Case St 1.1 Res 1.2 Res 1.3 Cha 1.3. 1.3. 1.3. 1.4 Exi 1.5 Arg 1.6 Cha 1.6.	ady Framing         earch Questions         earch Strategy         llenges in Studying the Executive         1 Objectivity and Consistency         2 Convenience for the Executive         3 Comparability         sting Methods and Evaluation	77 77 78 80 81 82 83 83 83 85
	Case St 1.1 Res 1.2 Res 1.3 Cha 1.3. 1.3. 1.3. 1.4 Exi 1.5 Arg 1.6 Cha 1.6.	ady Framing         earch Questions         earch Strategy         llenges in Studying the Executive         1 Objectivity and Consistency         2 Convenience for the Executive         3 Comparability         exting Methods and Evaluation         uments for the Method Selections         ice of Methods Applied	77 77 78 80 81 82 83 83 83 85 85
1	Case St 1.1 Res 1.2 Res 1.3 Cha 1.3. 1.3. 1.3. 1.4 Exi 1.5 Arg 1.6 Cha 1.6. 1.6.	ady Framing         earch Questions         earch Strategy         llenges in Studying the Executive         1 Objectivity and Consistency         2 Convenience for the Executive         3 Comparability         sting Methods and Evaluation         ice of Methods Applied         1 Choice of Executive Calendars         2 Choice of Executive Interviews	77 77 78 80 81 82 83 83 83 85 85 85 86 87
1	Case St 1.1 Res 1.2 Res 1.3 Cha 1.3. 1.3. 1.3. 1.4 Exi 1.5 Arg 1.6 Cha 1.6. 1.6. Data Ga	ady Framing         earch Questions         earch Strategy         llenges in Studying the Executive         1 Objectivity and Consistency         2 Convenience for the Executive         3 Comparability         sting Methods and Evaluation         uments for the Method Selections         ice of Methods Applied         1 Choice of Executive Calendars         2 Choice of Executive Interviews	77 77 78 80 81 82 83 83 85 85 85 85 86 87 89
1	Case St 1.1 Res 1.2 Res 1.3 Cha 1.3. 1.3. 1.3. 1.4 Exi 1.5 Arg 1.6 Cha 1.6. 1.6. Data Ga 2.1 Dat	ady Framing         earch Questions         earch Strategy         llenges in Studying the Executive         1 Objectivity and Consistency         2 Convenience for the Executive         3 Comparability         sting Methods and Evaluation         uments for the Method Selections         ice of Methods Applied         1 Choice of Executive Calendars         2 Choice of Executive Interviews         a Gathering Strategy	77 77 78 80 81 82 83 83 85 85 85 85 86 87 89 89
1	Case St 1.1 Res 1.2 Res 1.3 Cha 1.3. 1.3. 1.3. 1.4 Exi 1.5 Arg 1.6 Cha 1.6. 1.6. 1.6. 2.1 Data 2.2 Data	ady Framing         earch Questions         earch Strategy         llenges in Studying the Executive         1 Objectivity and Consistency         2 Convenience for the Executive         3 Comparability         tring Methods and Evaluation         witing Methods and Evaluation         ice of Methods Applied         1 Choice of Executive Calendars         2 Choice of Executive Interviews         a Gathering Strategy         a Collection Process	77 77 78 80 81 82 83 83 85 85 85 85 86 87 89 89
1	Case St 1.1 Res 1.2 Res 1.3 Cha 1.3. 1.3. 1.3. 1.4 Exi 1.5 Arg 1.6 Cha 1.6. 1.6. 1.6. 2.1 Dat 2.2 Dat 2.3 San	ady Framing         earch Questions         earch Strategy         llenges in Studying the Executive         1 Objectivity and Consistency         2 Convenience for the Executive         3 Comparability         ting Methods and Evaluation	77 77 78 80 81 82 83 83 85 85 85 86 87 89 89 89 91
1	Case St 1.1 Res 1.2 Res 1.3 Cha 1.3. Cha 1.3. Cha 1.3. 1.3. 1.4 Exi 1.5 Arg 1.6 Cha 1.6. 1.6. 1.6. Data Ga 2.1 Dat 2.2 Dat 2.3 San 2.3.	ady Framing         earch Questions         earch Strategy         llenges in Studying the Executive         1 Objectivity and Consistency         2 Convenience for the Executive         3 Comparability         tring Methods and Evaluation         witing Methods and Evaluation         ice of Methods Applied         1 Choice of Executive Calendars         2 Choice of Executive Interviews         a Gathering Strategy         a Collection Process	77 77 78 80 81 82 83 83 85 85 85 85 86 87 89 89

•

3	Dat	ta Analysis	93
	3.1	Analysis of Calendar Data	93
		3.1.1 Categories of Calendar Analysis	95
		3.1.2 Process of Calendar Analysis	99
	3.2	Analysis of Interview Data	100
		3.2.1 Quality Criteria of Interview Analysis	
		3.2.2 Process of Interview Analysis	
4	Co	nclusion of Case Study Methodology	105
С	hap	ter IV – Results and Discussion	107
1	Res	sults	109
	1.1	Scheduled Activities of the Executive	109
		1.1.1 Executive Working Hours	109
		1.1.2 Place of Executive Work	
		1.1.3 Mode of Executive Activity	
		1.1.4 Size of Executive Meeting	113
		1.1.5 Executive Contact	
		1.1.6 Initiator of Executive Meeting	
		1.1.7 Subject of Executive Activity	
		1.1.8 Purpose of Executive Activity	
		1.1.9 Summary of Scheduled Activities	
	1.2	Perceived Influencing Themes of Executive Work	
		1.2.1 Contextual Themes	
		1.2.1.1 Values and Morals in Society	
		1.2.1.2 Markets and Organizations	
		1.2.1.3 Communication	
		1.2.1.4 Jobs	
		1.2.1.5 Responsibility	
		1.2.1.6 Contacts	
		1.2.2 Challenges and Conflicts	
		1.2.2.1 Pressures of Volume, Time, and Complexity	
		1.2.2.2 Physical Proximity	
		1.2.2.3 Privacy	
		1.2.2.4 Compliance and Governance	
		1.2.3 Summary of Perceived Influencing Themes	132
2	Dis	scussion	135
	2.1	New Directions of Executive Work	135

.

	2	2.1.1 The Executive Works Long Hours Which Influences	
		Private Life	135
	2	2.1.2 The Executive Spends Increasingly More Activities Outside the Office	137
	2	2.1.3 The Executive Faces Inappropriate Use of Communication	
		Channels by Others	139
	2	2.1.4 The Executive Meets with External Independent Contacts	140
	2	2.1.5 The Executive Meetings are of Relatively Large Size	142
	2	2.1.6 The Executive Moves from an Actively to a Passively Managed	
		Calendar	143
	2	2.1.7 The Executive Engages in Financial, Legal, and Organizing,	
		Planning Activities	145
	2	2.1.8 The Executive Activities have Various, Often Unrelated	
		Purposes	
		Summary of New Directions	
		The Roles of Executive Work	
		2.3.1 Business Óperation Roles	
		2.3.1.1 The Coach	
		2.3.1.2 The Confidant	
		2.3.1.3 The Motivator	
		2.3.1.4 The Reviewer	
		2.3.2 Business Integration Roles	
		2.3.2.1 The Connector	
		2.3.2.2 The Integrator	
		2.3.2.3 The Custodian	
		2.3.2.4 The Negotiator	
		2.3.3 Business Networking Roles	
		2.3.3.1 The Searcher	
		2.3.3.2 The Gatherer	
		2.3.3.3 The Transmitter	
	24	2.3.3.4 The Figurehead	
	2.4	Summary of Roles	1/1
3	Con	clusion of Case Study	175
С	hapte	er V – Reflection	179
1	Con	tributions and Limitations	181
	1.1	Literature Review	181
		Case Study	

2	Implications	187
	<ul> <li>2.1 Implications for Research</li></ul>	189
A	nnexes	193
1	Leadership Schools	195
	<ul> <li>1.1 Trait School</li></ul>	197 197 198
2	Empirical Research?Framework	200
3	Background and Details of Literature Review	203
	<ul> <li>3.1 Review Approach</li></ul>	205
4	Arguments to Consider for Explorations	216
	<ul><li>4.1 Arguments to Consider for a Descriptive Exploration</li></ul>	
5	Executive Interview Guide	219
6	Results of the Calendar Analysis	220
7	Citations	226
B	ibliography	235

,