
Implicit patterns of thoughts in management in the theoretic methodic field of cognitive framing – A cognitive discourse analysis of in-depth interviews.

Bachelor Thesis for Obtaining the Degree

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Submitted to Prof. Ivo Ponocny

Martina Gragger

1521016

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Affidavit

I hereby affirm that this Bachelor’s Thesis represents my own written work and that I have used no sources and aids other than those indicated. All passages quoted from publications or paraphrased from these sources are properly cited and attributed.

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Abstract

The aim of the thesis is to investigate the extent to which implicit patterns of thought can be detected through language analysis. Through triggering and analysing cognitive frames concerning the understanding of hierarchy in an in-depth interview, implicit hierarchical patterns of each individual management style are detected. Control conversations with employees of each manager were conducted to compare the findings with an evaluation of the subordinate. In order to get a more detailed understanding of each frameworks, half of the questions focused on the metaphor 'organisation as a family' which supports the assumption that behaviour, structure and rules found in a family can be equivalent to the relationships and dynamics in an organisation. The other half of the questions concentrates on the behaviour in the working environment to get different approaches to the stored frames. The results suggested that language analysis of cognitive frameworks is a valuable tool for detecting implicit patterns of thoughts of individuals.

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1.0 Introduction

1.1 Aim of the thesis

The aim of this thesis is to investigate the language of managers referring to the understanding of hierarchy in their managing position. The topic of language analysis is frequently discussed nowadays as communication becomes more important and frequent through the introduction of internet and telecommunication. More people can be addressed at the same time without being in direct physical range. In political research, for example, the issue of framing is an uprising debate, focussing on the manipulation politicians practise unknowingly by using certain words or phrases that come with a much deeper embedded set of information that can influence or guide the opinion of citizens. The study of language when analysing it through frames can give a detailed insight, apart from the articulation of an individual, it furthermore offers communication as a channel to present beliefs, emotions or opinions. To find out how managers express themselves and what this indicates about their belief of the right management style, is the aim of this paper. Interviews were conducted with different managers to find out their standing on hierarchy and how this might be manifested in their managing style. The importance of this thesis is to investigate to what extent there is a correlation between the use of language and the actual belief system of individuals. If a strong correlation is found, much information about effective leadership styles might be found and used to improve the corporate world and the relationships found within. Until now, no appropriate management approach has been found and it is still very much up to the belief of the individual which sort of relationship he or she has with his subordinates. Being aware of the importance of language, however, might change that and provide new insight in the topic. Overall, this thesis investigates the importance of language analysis in detecting implicit patterns of thought of individuals.

1.2 Summary of the topic

Language, as we understand it, consists merely of uncountable lexical terms combined with grammatical structures and rules. In reality however, languages are a lot more complex. With each lexical term, or word, we understand, there is a much wider range of information stored and organised that comes along with it. This set of stored information is called cognitive framework. Frames in cognitive research are, in other words, the concept that is responsible for the categorisation of events and situations because of the prior gained knowledge about that scenario. Without understanding the context a word is embedded with, it is almost impossible to understand the meaning of a word as such. Any word can be taken as an example. It is the process of framing that is responsi-

ble for us to understand the word tree, for example, as a plant with a root and a brown trunk with green leaves. As easy as it seems, looking at it more closely, without understanding what a plant is or having information regarding the terms leaves or trunk, there would not be much left to understand when being confronted with the word tree. Frames are of great importance for language in order to organise and recall the right set of information when facing written or heard text, but they concern so many more aspects of our life. An example for that would be the different set of frame each individual has depending on their upbringing, cultural heritage or the society in which they find themselves in. All these factors influence the way we perceive and understand the world which means that the set of frame people show through expressing themselves can give a lot of insight in the way they think, act or comprehend their surroundings. This thesis focusses on the concept of hierarchy that different managers of different industry-based organisations have when fulfilling their role in the company.

Research shows that metaphors are very present in our lives and assist us in simplifying abstract concepts to make them comprehensible for us. As metaphors are considered a very basic asset rather than an abstract concept found in art like poems, a metaphor is used to facilitate the understanding of the structure, dynamics and relationships in an organisation. Viewing the organisation through the family metaphor, similarities can be drawn from the way a family is set up, with the set of rules and values, the role dispensation and the existence of hierarchy, to the way an organisation works.

Although hierarchy is present based on multiple different reasons, three main frames were the focus of this thesis. First, the understanding of the hierarchical ladder based on position and authority was questioned in order to distinct between a strict belief of a hierarchical structure, an autocratic management style, and this of a more hierarchical-vertical style, believing that employees are supposed to have an own opinion and mindset. Secondly, as the idea of hierarchy is closely linked to the understanding of moral value in society, one of the frames used was the frame of discipline-based hierarchy. This means that people rank others higher in terms of moral value if they are considered self-disciplined and accord well with the rules set by society. This frame is very interesting as it concentrates less on the position of a person but rather with what is embedded within that person, rated however, by an external set of values given by an external force, our society.

Thirdly, also broadly discussed in times where wage difference and inequality in promotion prospects still exists, is the topic of gender-based hierarchy. Questions were asked through the metaphor of family, but also direct questions about woman in the working place to find out the

managers' approach to this topic. A focus concerning this topic also lies on the understanding of the managers concerning the nature of women and to what extent it is different to the nature of men. Overall this thesis investigated the importance of language analysis in respect to management styles.

2.0 Literature Analysis

2.1.1 What are frames?

Language, as we define it, consists of grammar, lexicon and a description of the cognitive and interactional frames in terms of which the language user interprets his environment, formulates his own messages, understands messages of others and accumulates or creates an internal model of his world (Fillmore, 1976).

The idea of frames was introduced by John Stuart Mill in 1846 by calling it correlative terms. Taking the words father and son as an example, he takes the correlation between them to explain the words in their essential meaning. Even though the words differ in meaning, without comprehending each term the other can't be understood either, based on the relationship the words have to each other. Through understanding the concept behind the words and how they are linked to each other based on past events or the biological and psychological relationships they share, it is possible to comprehend the meaning of both words (Fillmore, 1985).

According to Druckman (2001) however, different researchers have different interpretations and understanding of the word frame and its according meaning. Cappella and Jamieson (1997) for example define 'frames in communication' as lexical items but also images or presentation styles that are utilised by the speaker to transmit information to another person. Gamson and Modigliani (1987) believe that the type of frame a person chooses when explaining a situation gives a lot of insight on what aspect or believe of the given circumstances, seems relevant for the speaker. Goffman (1974) or Sweetser and Fauconnier (1996) on the other hand, define frames in thought as the cognitive understanding that a person has of the presented scene, therefore not defining frames as an active communication tool but rather as an organisation of the perception of a given situation of the confronted individual.

In 1931, Trier introduced the new approach that in order to understand the meaning of a word it is necessary to understand the background in which the words role is embedded and that this background existed the way it did because of the presence of other words. According to Trier a word is without sense if the words that introduce the contrary of the same field are not understood and that

it is harder to comprehend a word if the frame, that includes all information and other words, is not known (Fillmore, 1985).

Only one year later, in 1932, Frederic Bartlett introduced the schema theory to cognitive psychology. Being a very similar approach, schema theory, according to Bartlett, is based on the assumption that there is background knowledge organised in units that provides relevant information when being confronted with a certain topic. Schemata (plural form) are, linking it back to the theory of frames, also mental structures that the individual unconsciously uses to influence new information with old stored knowledge from the long-term memory. The schema theory is a different approach to explain a psychological concept of representing and organising memory.

Fillmore's concept (1976) seemed as a combination of Bartlett's schema theory and what has been defined as frames so far, explaining that frames can be considered as an inventory of schemata for structuring, classifying and interpreting experiences. They can be seen as figures that assist us in outlining facts of events based on the memories we have according this specific event. Every memorable experience occurs in a meaningful context and is memorable precisely because the experiencer has some cognitive schema or frame for interpreting it. An example is provided to understand the matter in practice. Imagine an economic scenario like that of a commercial event. Immediately a lot of words and images come to our mind that link this word to countless memories or knowledge about what makes a commercial event identify as such. Note here that every single word stored within this frame is able to recall the entire frame when being confronted with. There has to be a buyer and a seller involved, in addition to a product or service that is changing its owner. This means that a person, who has a stored and organised knowledge (a frame) available, is able to recognise and understand all steps of a commercial event (Fillmore, 1985).

Any word can be linked to its meaning in three ways: functional, criterial and associational. Words sometimes have more than one frame co-existing even though the same history of experience was responsible for both frames (Wehling, 2016). An example for co-existing frames is given with the word breakfast: considering the structured pattern of meals we live by is functional whereas identifying the word with a particular collection of food is associational. These frames identify the experience as a type and give structure and coherence to the relationships, objects and events within the experience. It is important to mention that the content of the individuals frameworks may differ, even though the type of stored and organised memory is the same. The functional frame contains the setting that has to be fulfilled in order to understand a meal as a breakfast. Breakfast is the first meal of the day and consumed in the morning. This frame takes the concept of time into account and how society lives by a structured food plan based on the time of the day during which food is

normally consumed. The associational frame is the one that concerns with what the breakfast has to consist of to be understood as such, that is, meals that are known to eat for breakfast in our culture. Especially the second frame is linked closely to the perception of an individuals' culture and belief. Breakfast-typical food for western society differs a lot from that of Asia, which supports the assumption that culture is essential to the formation of frames. A person that is part of a culture that doesn't have breakfast as a ritual meal of the day might not have a stored frame to recall, that is, might face understanding issues (Fillmore, 1976). As the example provided above shows, the possibility exists that frames are misleading or scenarios are misinterpreted due to the reason that each individual has a different set of frameworks, based on his experience and familiar cultural norms. Other factors of limitation will be discussed later on (Goffman, 1974).

2.1.2 Primary frameworks

Primary Frameworks are basic cognitive constructs of how the brain implements a situated simulation that an interpreter is confronted with unknowingly, to help organise the given information. Within the primary framework, concepts of underlined knowledge and situated conceptualisations are captured through patterns of associations through frequently experienced situations (Barsalou, 2009). Even though one action usually triggers more than one frame, the primary frame is considered to be the first frame to offer comprehension and answer the essential problem of the scenario, that is, creating a basic answer for what is going on in this scenario and to prepare agents for a situated action. (Barsalou, 1999) An example for how primary framework provides us with the basic information of a scenario is given with the given sentence 'We were having breakfast before leaving the house.' First, the answer to the question concerning what is going on here, is given; in this case the fact that breakfast was eaten and that after that, the house was left. This would be considered the primary framework. After that other frames come in, to complete the information as detailed as possible. In the case of the given example this would mean explaining who is meant by 'we', which 'house' is meant or what kind of breakfast' was eaten (Goffman, 1974). Frames assists in scenarios like these in to give more information than what it says in the text, which helps to form a more in-depth understanding of the sentence. (Dancygier, Sweetser, 2012). Goffman divides Primary frameworks in two classes: natural and social. Natural frameworks are frames that concern, compared to the other set of social frameworks, events with no intentional interference, that is, solely occurring due to natural elements. No concerns about accomplishment or mistakes are taken into account as those frames are more rational, that is, without positivity or negativity, facts where the outcome can't be influenced by the interpreter. Natural frameworks often occur in biological or

physical conjunctions (Goffman, 1974). Harder (2010), similarly to Goffman (calling it a social framework), argued, that there is a type of framework, that focusses on giving a distinct background to a scenario to provide basic information of intelligence, that concern with what Goffman calls a 'live agency', that is, an assistance of 'guided doings'. Based on different factors like economy, good faith or efficiency the agency helps the individual, depending on the motives and intents that are present, to choose from the right set of social frameworks to assist in understanding the current situation. When an action is taken it tries to control the action until it has ended, including continuously correcting if necessary and giving alternatives, especially when the original action is somehow interrupted or stopped for different reasons. When for example the sun comes up, a natural frame is recalled whereas when the blinds are being pulled down it is a 'guided doing' therefor, a social frame (Goffman, 1974).

Primary frameworks are often based on the culture and belief systems of an individual or a social group. This is the case because frames basically consist of schemata and the relation between them, as well as other forces that influence it. Logically, schemata can only be formed when the individual was somehow confronted with a scenario or event, which normally are reduced to a specific culture group. Given that this is the case, scenarios that are very normal for, let's say, central European citizens, are harder to understand for people from Asia or Africa because they don't have a prior organised knowledge, or frame on this specific event (Chomsky, 2006). An example for this could be the understanding of the term breakfast. Central Europeans might connect the same type of food, like scrambled eggs, coffee or a roll with cheese and ham. In Asia on the other hand, when hearing the word breakfast, completely different things may come to their mind which makes the framework they use to understand the situation a completely different one. It is important to understand a person's framework of frameworks to apprehend their way of 'understanding' (Goffman, 1974). No set of frameworks obviously is exactly the same, some people might share the same basic beliefs but may differ in their opinion about specific assumptions (Barsalou, 2008). One of the biggest conflicts that derives from frames that effects cultures, is the belief in god's existence or in the afterlife (Goffman, 1974).

2.1.3 Limitations of frameworks

The biggest limitations regarding frameworks and the ability to generalise them, are cultural differences or disagreement in belief systems, according to Chomsky, who believes that this gives every individual a different set of frameworks, resulting in a different approach (Chomsky, 2006).

There are however other issues that might mislead the accuracy of frameworks when understanding experiences. When considering organising experiences through frames, current factors that might influence the scenario for example, are not taken into account. Imagine seeing someone with new shoes. The triggered frames let us understand how new shoes are being purchased as well as other information it has stored. The frame cannot, however, answer all the questions about the shoe. Where it was bought, how much it cost etc. This is because these factors are dependent on every single event individually and therefor cannot be generally learned and understood by frames. (Fillmore, 1976).

Secondly, they can result in a misunderstanding of a word in a specific context when they trigger a, for a certain context, wrong set of information (Glenberg, Kaschak, 2002). Fillmore argues that this can often be found when ‘technical language’ is used for example. An example for this is the situation in which American citizens buy soapflakes labeled ‘large’ and find out then, it is the smallest of possible sizes, the larger ones being called ‘jumbo’, ‘giant’, ‘family size’ etc. The word large recalls the frame of great magnitude, something being enhanced in size. It therefor is harder for us to understand when being confronted with a special frame for a word, rather than the familiar frame which is embodied in our knowledge (Fillmore, 1985). Special frames take the meaning of the more familiar frame and reuse it in a way that is misleading but beneficial to the product. Referring to frames therefor help us not only to understand the word in the familiar sense but also to explain the special frame with the confusion that occurred (Niedenthal, 2005). This shows that the misunderstanding of a word in a specific setting does not mean the person failed to understand the word but rather that he took the wrong framework to help him understand the word in a, for this setting, correct manner (Barsalou, 2008). Lakoff in 1987 even argued, that it is impossible to understand a situation when using the wrong set of frameworks for the presented problem.

2.1.4 Frameworks in language

Bransford and Johnson argue that facts about context and perception are relevant to the theory of language in two ways. First, the meanings of words may be broader than we are used to believe, dependent on the contexts within which we have experienced objects, properties or feelings that provide the perceptual or experiential base of our knowledge of the meaning of a word or phrase. Second, the process of interpreting an utterance may depend, more than we think, on our perception of the context in which the utterance is embedded. (Bransford, Johnson, 1972) Given the example ‘good morning, sir’, information based on three levels is provided. At one level the speaker is able to pronounce the utterance. At another level he knows by saying it, he can greet his addressee. At a

third level he is also aware that the greeting is appropriate only once during a certain part of the day (the morning) and that the person greeted is a male adult whom the speaker owes a certain level of respect. A part of knowing a language is knowing or recognising a large number of such frames, and knowing what linguistic choices are relevant for each of them (Fillmore, 1976).

Frames as Fillmore describes it in his paper 'an alternative to checklist theories of meaning' (1975) are language-based structures that store memories of scenarios. Barsalou suggests that language based structure connects the background knowledge to a word, grammatical structure or other lexical items (Barsalou, 2008).

In 2003 Boroditsky, Schmidt and Phillips found that, when foreigners learn English, or any language that is not their mother tongue, the learning of vocabulary is facilitated by forming group of words that are connected in meaning. This process, which often goes unnoticed, can be considered learning with the help of frames, as the word is apprehended and categorised through the stored knowledge rather than simply the lexical term. Through binding words together into categories that share a specific framework like that of 'family' consisting of mom, dad, brother and many more, it is easier and more logic to understand and study vocabulary in foreign languages.

A text or a sentence cannot be interpreted by solely the use of frame semantics. It can however, give a very useful first basic insight and understanding of the lexical and grammatical usage of the sentence, which can give a basis level of understanding of the individual lexical terms and an organisation of how the different terms can be united in a logic context (Chomsky, 2006). As mentioned above, it is very useful to take frame semantics into account because they show knowledge about words or structures and make them fit in the context so that it is easy to understand the different terms combined. It is important to note that frames differ between what a sentence or phrase means in the lexical sense from the sense it is given in a specific context (Barsalou, 2008). It is much easier for people to understand a text based on recalled frames than basing it on the definition of truth. This suggests that it is easier for a person to comprehend when, what he is confronted with, is something that is in a way familiar, as one recalls different frames rather than when a sentence is said to be true, but the person has no information to recall, that is, no frames that make it understandable for the interpreter (Bransford, Johnson, 1972). An example for the difference between the semantic of truth and the semantic of understanding (where frames come in hand) is provided with the sentence 'My dad wasted most of the morning on the bus'(Fillmore, 1985). This statement is considered true if I state that my father spent most of the early part of the day on the bus. In case of understanding the relationship between the statement and the interpreter's full comprehension of the

quote in this context, it is more important to find the details in expressions and sentence structure that fits to the current situation. (Bransford, Johnson 1972)

In this example, the phrase 'my dad' was used, rather than my father or simply just father. This indicates a sort of relationship between the speaker and his father but furthermore indicates that the speaker and the interpreter are not part of the same household (Fillmore, 1985).

For understanding the sentence, the word 'morning' would indicate the time prior to the 'working day' and the fact that the speaker talked about 'most of the morning' would therefore be explained by most of the time in the certain 'time slot'. The speaker used the word 'wasted' rather than a word that would indicate the time being 'spent' which would suggest that the time could have been spent in a better and more valuable manner. This understanding is based on a framing that views time as a limited resource. To go more into detail, the speaker expressed that his dad was 'on' the bus, rather than 'in' the bus. This indicates that the bus was in function at the time being (Fillmore, 1985).

The way an individual expresses himself can therefore tell a lot about how this person views things and what kind of knowledge is stored behind the lexical items used, without the speaker intending to do so, simply by analysing the frameworks a person uses (Lakoff, 1987).

2.1.5 Extent of frameworks

As mentioned before, applying frameworks occur without the individual explicitly thinking about prior information or different situations that might help understanding the current one. The interpreter is not only unaware of the existence of the frameworks and the organised knowledge it brings with but is also not aware of the extent of it. It is therefore almost impossible for the individual to describe the complete frame with all its in depth stored information. The individual's unawareness however, does not prevent him from accessing and applying the full frame (Li & Gleitmann, 2002). Understanding the depth of framework is simplified by the following example: Learning the day of the week does not only tell us about Monday, Tuesday, and so forth, but gives much more background information about the matter. Primarily it makes us understand that due to sun rise and set every morning, there is a concept of day and night existing in our understanding of a calendar system. Secondly the separation of each day tells us that once one day ends, the next begins until the whole process gets repeated the following week. Thirdly, as mentioned before, the taught days form a week, one week consisting of seven days. Finally, this simple information of the names of our weekdays even informs us about how those days are perceived in our culture. That is, in the western culture, the existence of workdays and non-working days (Lakoff, 1987). Through organising our knowledge through the calendar frame, a whole repertoire of lexical meanings and words are stored

alongside. Time specification through days like weekly or tomorrow are introduced, but also name was given to special time perceptions like weekend or the week names. The formation of this deep going calendar frame holds the ground understanding for our concept of time (in the longer sense like days/weeks/years) and all the vocabulary it holds (Fillmore, 1985). The frame is a representation of all stored information concerning that topic that help us understand all the words that are associated with it. (Barsalou, 2009)

Some frames are believed to be physiologically built in (like colour spectrums), whereas the existence of others is dependent on perceived, constant cause-effect relationships in the world. Lastly, there are also frames that owe their existence to symbolisation (Chomsky, 2006). Many objects, persons and experiences in the world are framed on the basis whether they support, harm, or enhance people's lives or interests. We can know how to interpret expressions in which such things are evaluated through the concept of 'good or bad'. The act of understanding the simple word good requires us to find an appropriate dimension of evaluation (Barsalou, 2008)). While some frames are formed naturally, considered to be innate, like for example the features of the human face, others depend on experience and training that basically teach the framework. An example would be the knowledge of handicrafts or social institutions. Thirdly, there are frames whose existence depends entirely on linguistic usages (units of measurements - inch, foot; as well as calendric units like week or month) (Fillmore, 1985).

Frame-like structures are present in diverse cognitive processes such as perception, recognition or memory and can not only be seen as an assistance in organising our experiences, but also help in explaining lexical and grammatical meanings and structures (Barsalou, 2009).

As Fillmore defines it, interactional frames for example, are type of frames that categorise context of interactions that might occur when speaking a language, as well as providing the linguistic information relevant for this specific interaction (Matsumoto, 2010). An example is the 'greeting frame' which gives us information about linguistic choices for greeting like 'good morning' or 'hello' but also tells us about the background information concerning this frame. In terms of the greeting frame such background information would for example include the different matters of greeting depending on the relationship towards the receiver. Furthermore, it would tell us that normally a greeting occurs once and different types of greeting are required for different times of day (Fillmore, 1976)

The interpretive frame is another example that demonstrates the extent frameworks have in explaining lexical terms. The interpreter invokes a frame by recalling a certain experience or setting of a word that is not actually mentioned in the text. Those interpretive frames can be triggered by either

the interpreter without being provoked by the text or otherwise, introduced solely by the text (Li & Gleitman, 2002). A frame evoked by a text is a word that is mentioned in the text, that triggers a specific experience and helps us understand the word (Matsumoto, 2010). An example to simplify and explain the difference would be the following sentence: ‘We never open our presents until the morning’. Although the word Christmas never appears in the text, we still get the frame of Christmas as in the English culture, presents are never unpacked until the morning of the 25th. This would be an example of a frame being invoked by the interpreter. If we would replace the word ‘presents’ with ‘Christmas presents’, we would get the same frame, only in this case it would be evoked by the text (Fillmore, 1985).

2.2.1 Metaphors

Most people believe that metaphors are solely for poetic purposes to enhance rhetorical enunciation, something that would not be used ordinarily, in daily language. It is therefore viewed as an ‘abstract’ concept of language, rather than that of thought or behaviour. Since this is the case, people underestimate the occurrence of metaphors in real-life, thinking they are neither present nor needed. This however is believed to be a common mistake (Lakoff & Johnson, 1980). The range of metaphors in language covers almost every aspect of language, they are even present in sign language (Wilcox, 2000). Research has found that metaphors are indeed very present in real life through our conceptual system, not only in language but also in behaviour and thought. Our conceptual system is believed to be highly metaphorical which supports the idea that metaphors are not only present, but rather help us explain and organise thoughts, actions and language unintentionally (Lakoff & Johnson, 1980). Metaphors are considered to be a cognitive tool, therefore they are not only present in the previously mentioned aspects but furthermore assist in reasoning in everyday life, containing also political or social understanding (Landau, Sullivan & Greenberg, 2009). Considering that this happens without us knowing, it is very hard to find evidence of metaphors in behaviour (Lakoff & Johnson, 1980). This does however, explain the fact that conceptual metaphors are understood and categorised as easy as accurate language (Bowdle & Gentner, 2005). Most of the actions we undertake seem naturally or automatic, based on concepts that make up our understanding. Those concepts however are, especially in thoughts and actions, not accessible to us. To comprehend these concepts and what forms them, the analysis of language can be of great assistance as it is built on the same conceptual system as actions and thoughts (Lakoff & Johnson, 1980).

One example for a metaphorical concept in the English language would be ‘Time is Money’. Sayings like ‘You’re *wasting* my time’ or ‘How do you *spend* your holidays?’ are examples of language

in use that present the linguistic aspect of this concept (Hauk, Pulvermüller, 2004). Looking at the position 'time' has in the western culture, it is clearly visible that it is one of our most beneficial asset. As time is limited, the western culture has created a concept that binds work to time. It is normal, for example, to be paid in hours, months or years, rather than based on the products produced (or services fulfilled). When a criminal gets caught, it is also usual to 'serve time' to pay back the harm they caused for society. Note here that time is also used as a payment method, usually requiring money. (Barsalou, 2008).

When viewing situations with assistance of metaphors, it is important to note that other influences that don't go along this specific metaphor may be excluded in our interpretation, as it is not compatible with the present metaphor (Fadiga et al., 2002).

Apart from structural metaphors that, as discussed above, organise one event in terms of another one, there are also orientational metaphors. Those metaphors, rather than explaining one certain event, categorise whole concepts and organise them through mostly spacial orientation. An example for orientational metaphors would be 'Happy is *up*'. Given the fact that orientational metaphors categorise happy as up, the logical consequence therefor is the saying 'I'm feeling *down* today' when talking about a sad or in other ways negative circumstance. Those metaphors are not formed by chance (Lakoff & Johnson, 1980). The existence of culture and the presence of the extremes up/down or in/out make them differ amongst different societies. The future in some ethnicities lies in front of us because it is 'yet to come' whereas others argue that the future is in our back since it is not visible for what is to come. The past is memorised and experienced, therefor it lays in front of us, clearly visible. This example shows the presence and importance of our own perception, through, for example culture, when trying to grasp a situation (Fadiga et al., 2002). Apart from a basic set of conceptual metaphors that is introduced to the individual by culture, there are more factors that may influence what metaphors are used to reason (Lakoff & Johnson, 1980). Although there is evidence present that the understanding of metaphors lies in our neural system, (Gallese & Lakoff, 2005) there are external factors like temperature, visual contributions or dimensional arrangements that consequence the application of metaphors (Williams & Bargh, 2010).

2.2.2 The Family Metaphor in Organisations

To be able to understand the structure of organisations, metaphors can be of great assistance (Alakavukla, 2009). According to specific metaphors, organisations can be categorised in the family domain, drawing resemblance between the relationships and values that exist in a family and those of an organisation (Tieze, Cohen & Musson, 2003). Family dynamics and its social interactions are

found to have similarities to the dynamics in a workplace and the construct that both are built up from. Furthermore there was a high congruity in the climate and hierarchy found in a family construct and that in a working unit (Casey, 1999). Emotions that are found in a family are also found to be guiding decision making and leadership of organisations which indicated that these emotions should be recognised and considered when those decisions are made. Research concerning the family metaphor in the workplace is not only done to examine the work place environment but rather can give an insight and enhancement to managerial styles and new family-based ideas on problem solving or other issues present in a working environment (Brotheridge & Lee, 2006). The metaphor however is not only used by scholars when analysing those relationships and structures but is also often used by the organisation itself, to create a form of belonging but also apply roles and attributes normally present in a family (Alakavukla, 2009). Through applying this metaphor, companies aim to achieve a pack of values and beliefs that follow through the whole organisation and every employee. When examining work satisfaction amongst employees a connection was found between working issues and dysfunctions found in families like hierarchy issues, unsolved conflicts, difficulties in coalitions but also changes of leader or constructs. (Merkel & Carpenter, 1987) This suggests that conflicts found in families often are similar to ones found in corporate organisations and therefore introduce a new way of approaching these issues through this metaphor. Both structures sometimes face conflicts which in both cases are often based on a poorly guided relationship amongst the parties. This may be indicated through lack of communication but also through hierarchical power or wrong distribution of tasks (Brotheridge & Lee, 2006). Furthermore it introduced new structures in terms of hierarchy that would set a tone but also make room for discussions and disagreement, as found in most families. This should result in forming loyalty and satisfaction amongst employees, traits that are also considered valuable in every family structure (Casey, 1999). In addition, it delivers an understanding of hierarchy and respect but also expected discipline and basis for communication and criticism (Tieze et al., 2003). Compared to the team metaphor for example (a metaphor also introduced to find togetherness amongst employees but not discussed in this thesis), the existence of hierarchy and authorities are found to be ranked much higher (Casey, 1999). The 'organisation is a family' metaphor is used to facilitate the understanding of complex dynamics and relationships a group of people has towards each other (Alakavukla, 2009). Members of one organisation might understand the relationships amongst each other in terms of roles that are present in a family. Similar to raising a child where there are different extents of control and supervision, a manager's supervision can also vary depending on the individual character. The same goes for trust-based relationships, where some parents believe that raising a child is based on trust whereas others believe

that the child should be guided through processes. This again can be found in management concerning how much control is believed to be necessary (Brotheridge & Lee, 2006). But it is not only the roles that are referred to, it is also important to look at the values a family withholds (normally, in our western culture). Attitudes that are important when looking at family relationships, like obedience or loyalty are also of great essence when looking at the relationships in an organisation. This can even exceed the importance of subject expertise (Tieze et al., 2003).

The appearance of family like structure when considering an organisation can also be visible in the language used (Casey, 1999). Managers can be given the role of the fathers (traditionally the head of the family, responsible for decision making and directing, as well as the respect figure) whereas workers can be compared to the lower ranked individuals, a role which is usually covered by children in a family (Alakavuklar, 2009).

As in a family, organisations consist of different 'subsystems'. In an organisation these would be for example different branches, management, working groups etc. where different dynamic is present in interaction within and amongst these subsystems. The same can be found in families where the subsystems would be the husband-wife, children-parent, or sibling interactions. In both cases a hierarchy and power control is present and each member has a certain 'place' within each of the different subsystems, that come along with different tasks and respect relationships (Brotheridge & Lee, 2006).

3.1 Hierarchy of Authority

3.1.1 Classical vs Neoclassical Organisation Structure

An organisation can be defined as a collection of significant groups that operate together in aim to achieve the set of goals of the organisation (Miller, 1987). To achieve this goal many external forces in the organisation work together. One essential factor on how well an organisation runs, is the organisational structure. The structure visualises the hierarchical relationships amongst the people working in this organisation. This abstract concept shows the 'higher level individuals' compared to the individuals portrayed lower in the hierarchical ladder. It tells us which individual is committed to inform whom about the fulfilling of tasks or the existence of problems and in general the dynamic that each individual has towards the different branches and hierarchy levels of the organisation (Greenberg, 2011). In each branch of the organisation there is a strict line of authority that binds together these branches and gives them a certain order within each department (Fallon & McConnell, 2014). Whereas traditional models show a strict hierarchical top-down structure (Board of directors on top of hierarchical ladder whereas workers are found on the lower end of the spectrum),

the existence of working in team introduces a more vertically based structure with a flattened hierarchical order (Greenberg, 2011).

Distinguishing between the classical and the neoclassical approach of structuring an organisation it has to be pointed out that in practice there is a large spectrum that ranges from classical to neoclassical where plenty of styles of organisation structures are found. It is mainly not a pure question of 'this or that', it is much more likely that a mixture between those two styles is used to guide an organisation and explain the hierarchical relationship of each dynamic that is present within the organisation (Greenberg, 2011). Traditional scholars such as Max Weber support the classical approach and believe that organisations can reach their potential of productivity solely with a clear concept of structured hierarchy. The term he used for this system is bureaucracy under which he understands the concept of rules, the strict allocation of task management as well as a strict working environment, excluding personal emotion (Weber, 1947). Scholars such as McGregor on the other hand, follow a more humanitarian view of an organisational structure that productivity is not the only factor that should influence the ladder of hierarchy but much rather employee satisfaction should be taken into account (McGregor, 1960). The neoclassical approach in general supports the assumption that peoples productivity can be enhanced if the emotions of self-worth and responsibility are present in the employees. Compared to the classical approach that believes that workers perform best when doing exactly what they are told, this approach is based on taking individuals emotions into account and letting them feel fulfilled in the work that they do, by feeling motivated and having room for own ideas for the way to success (Greenberg, 2011).

3.1.2 Autocratic Leadership vs Participative Leadership

Similar to the classical vs neoclassical approach, there are not just two leadership styles that make up all the ways possible managing a business. Much rather, the two extremes are given on a large spectrum again which introduces many different combinations of the two that are present in real life. The autocratic management style goes hand in hand with the classical approach of structuring an organisation with the use of strict hierarchy and control measures (Greenberg, 2011). This way of managing an enterprise focusses on the achievement of the goal, excluding again the individual workers satisfaction. The autocratic manager bases his approach on fear of the worker, giving clear instructions and believing that his way of doing is the right one with no room for discussion. The manager gives a task to his subordinates long with a clear set of rules and expectation of how the task must be fulfilled. In summary, it is expected that the workers follow exact instructions and re-

port back to their supervisors in short intervals. This form of close control and strong presence of hierarchical structure is still present nowadays although the extent of control and punishment is now only given to a certain extent due to legal rights that protect workers from power abuse (Fallon & McConnel, 2014). This type of management style goes in accordance with what Mintzberg (2009) introduced as the pyramid organisation of a corporation (see Figure 1.0). He presents the picture of a traditional pyramid, with the Chief Executive Officer on top, looking down on his subordinates. Mintzberg points out that, compared to a more flatter understanding of hierarchy, the issues with this approach are that from the top, the manager could face issues maintaining control through all the different hierarchical stages within this pyramid. According to him it is harder to connect strategy and operation as he is not part of the main body of the organisation. The other extreme is considered relying on delegation when managing an organisation. That is, that individual workers are expected to work freely, make own decisions about the process to success and are trusted with a certain amount of responsibility when finishing their tasks. (Sagie, Zaidman, Amichai-Hamburger & Te'Eni, Schwartz, 2002). This approach also differs in the handling of hierarchy. Mintzberg believes that managers who do not distinguish between the hierarchical position might have an advantage in decision making due to the fact that they act and see themselves on the same level as their subordinates, which may make it easier to understand what is going on in the organisation, rather than looking at it solely from above (Mintzberg, 2009). Everything that lies between those two extremes, as common in most enterprises, is considered a participative leadership style (Sagie et al. 2002). This, depending on the extent of present of each extreme, introduces a working environment that, to different extents, takes features of both styles into account. Some examples for a mixture of both ways of managing an organisation would be the inclusion of workers when making decisions, asking for their opinion or informing them before an important decision is made. It would include listening to constructive enhancement ideas from subordinates and result in a consulting environment where the worker doesn't get fixed instructions but rather support in finding the best fit of solution for each task, all which can be closely linked to the individual perception of hierarchy (Greenberg, 2011).

3.1.3 Understanding moral value through discipline

Discipline is a concept that accompanies most of us from the age of a child until the day we die. The concept of discipline is the set of ground rules, formed by society, as an authority over the individual, that inform us about what behaviour is expected in order to be a successful part of society in terms of moral. As a child the communication of the understanding of discipline is as present as

learning how to read for example (Durkheim, 1925). The first question that arises is who is responsible to teach a child the concept of discipline and the adherence of rules that are made. It is usually the parents role to make their child fit for their future as a good member of society. A lack of authority in the upbringing of a child might therefor, in this scenario where discipline is the main component of moral, grow up to be viewed as a worst member of society compared to children who are able to follow given rules (Durkheim, 1991). Although there are more components that make up a moral person, the idea of discipline introduces that the more disciplined people behave, the higher their moral value in a society is. In other words this would mean that people who behave and believe in the importance of authority (the basis of discipline) might be viewed as better people, by society. Authority, as mentioned before, lays the basis of the existence of discipline. Discipline is thought by an external force that, in the hierarchical ladder, is above the individual. The main understanding is transmitted by society thus being the authority that teaches moral understanding but furthermore sets the rules that have to be adhered to (Durkheim, 1925).

The idea of moral value through the introduction of discipline can also be seen in work environment. The concept of discipline is here fulfilled through the authority figure of the ‘boss’ or manager that sets up the rules and expects the subordinate to follow through in order to achieve acceptance and respect from the hierarchical superior (Durkheim, 1893). The extent to which such moral notion is expected, is however, compared to the authority of society, dependent on the individual. It couldn’t be generalised as such that all individual managers prefer strictly disciplined employees. Comparable to the autocratic leadership style, managers that prefer close control and obedience of their subordinates, might base their understanding of moral value more on the concept of discipline (Weber, 1947). Others that follow a more ‘laissez-faire’ management style, might believe that other skills or characteristic advantages might be a better scale to measure moral value (Müller, 1992). Different managers follow a different approach towards the topic of discipline. While some believe that clear rules have to be fulfilled and, if misbehaving occurs, measures have to be taken. Others however agree that each individual has a basic understanding of rights and wrongs and that they work more efficient when their own set of rules concerning moral can be followed (Greenberg, 2011).

3.1.4 Gender inequality in Hierarchy

The wage inequality as well as the underrepresentation of women found in leading positions is an ongoing, important discussion in the 21st century and first measures are taken (such as the woman quota each organisation has to fulfil) to eliminate this disparity (Greenberg, 2011). This problem is

embedded much deeper however, concerning sex-role stereotypes that are present in our heads, giving certain qualities and lack of talents to people based on their gender (Foster, 1999). It can be seen in multiple organisations that women in general move up the hierarchical ladder in a very slow manner and only a very few make it to the top positions. This phenomenon is called the ‘Glass Ceiling’, indicating an invisible ceiling for women that stops them from attending the highest hierarchy ranked positions (Acker, 2009). This may introduce a hierarchical dynamic based on gender concerning attributes such as ‘women are believed to face difficulties in a managing position due to indecisiveness or lack of needed aggressiveness towards the goal’. These assumptions are again based on stereotypes and the belief that certain sets of tasks are supposed to be managed by certain people, due to lack of competence or talent because of the gender. Another explanation for why women tend to be found towards the bottom of hierarchical structures in organisations and often face difficulties in being taken as seriously as their male coworkers, is the fact that based on our history, some economic sectors are still mainly male dominated. Still nowadays there are sectors like IT departments or financial corporations that lack female employees because only a minor part of the female workforce focusses on a career in these areas. It seems like the field of expertise for women, compared to those of men, is still not as broad due to boundaries that are somewhat given from the outside. Female talents, if asked from managers, still lie in different areas as such of men, which supports the idea that there is still a huge presence of stereotypes concerning sex roles when looking at hierarchical behaviour in an organisation (Greenberg, 2011).

3.0 Methodology

3.1.1 General qualitative Research

Research designs in general are built-up frames and approaches that are formed to explore, notice and detect answers to the given research questions. Qualitative research tries to find a natural approach to the subject aimed for investigation. In other words, with the use of qualitative search methods, researchers try to analyse phenomena in their natural surrounding, excluding artificial factors that might influence the outcome. It takes the personal experiences into account and can be performed through interviews, observations, or interactions and focusses on finding meaning and reason of different occurrences. The data collection is mostly done face to face and information is gathered about the participants in their natural environment. It is inductive and aims to find explanations for matters in everyday life. Compared to quantitative research it focusses more on the process of how and why individual scenarios appear, mostly based on a broad research topic. An-

other definition for qualitative research methods would simply be the observation of individuals in their natural habitat to find out what drives them (in concern to a specific research topic) using their own language.

When it comes to data collection in qualitative research, it requires much more elaboration than when conducting a quantitative study. Comparing it to traditional sets of data in quantitative research, the data of qualitative methods is based more on the individual and his or her perception. Due to the fact that data in qualitative research is always taken from the participants themselves (not guided by the researcher in terms of a survey for example) the issue of bias often arises. For some research topics this is useful and the greatest asset of qualitative analysis as the beliefs and insights of participants can be taken into account and furthermore can also be studied, whereas for some research topics this might be a burden as the raw data material might be more difficult to access in order to process it. The methods for qualitative research are diverse and choosing the right one for each research depends on multiple factors. The biggest factor is the research problem itself, different topics or research areas require different qualitative methods. Other influencing factors might be the set of participants, the surrounding of the research and also how experienced the researcher is.

Qualitative data as such comes with a range of advantages. One big advantage is the extensive data collection. Qualitative data are found to be extremely elaborate and complicated. This goes hand in hand with the next advantage, it's great importance. Qualitative data are striking as it is aligned with concrete interest and excitement. Probably the greatest advantage that qualitative research has is the focus of the data. With qualitative research it is possible to narrow down to the exact topic which the investigation is based on. This is essential as numbers are often of no good use to understand a subject, especially when concerning human behaviour or thoughts.

Disadvantages in qualitative research methods are on the one hand the lack of objectivity. Analysing qualitative methods mostly refers to a specific decoding system or rating. This presents the risk that the researchers individual opinion is taken into account while analysing. When expecting a specific outcome or finding, it may be hard to exclude the personal bias which, as a result, can have influence on the validity of the findings. This introduces the other great disadvantage, the lack of clear measurement techniques in qualitative methods are an issue when it comes to validating and relying on the findings. As it is unrealistic to come up with a unified decoding technique for all kind of qualitative research, the lack of understanding of the individual rating might once again have an influence on the credibility of the accuracy of the findings. (George R. Taylor, 2005)

3.1.2 The qualitative Interview

The qualitative research interview ranks as one of the most common qualitative research methods. The aims of an interview in terms of research are to either gain a practical understanding of a concept that exists in theory, in which case the interview is very structured, or to come up with possible new hypotheses which requires more elaboration in terms of thoughts, behaviour or opinion which is then left for the researcher to analyse.

In the topic of qualitative interviews, more in depth categorisation takes place. The sort of interview that requires the most control and leaves little room for personal input is called a structured interview. This however often produces quantitative data and is therefore not taken into consideration. The other two interview formats are referred to as semi-structured and unstructured interviews. Finding completely unstructured interviews is very rare as it is almost impossible to have a framework of concrete ideas but nevertheless not structuring it. This is the reason why unstructured interviews might be referred to as guided talks.

The main focus of this chapter however, will lie on the semi-structured interview as this format was used for the analysis. When choosing to conduct a semi-structured interview, it is often the base of the whole investigation and the only set of data collected. The time and location for the interview is mostly set, therefore outside of the everyday life of the interviewee. When looking at the set of data, only participants of the same group should be used. It has a framework of guiding questions, but depending on the individuals elaboration of answers, other questions might be introduced spontaneously to go more in-depth in order to gain as rich data as possible. Although semi-structured interviews may also be performed in groups, an advantage lies in conducting it with an individual. The depth of information and knowledge each individual provide concerning social or personal matters might suffer from the presence of other people. Comparing to structured interviews, the relationship of the interviewee and the researcher is of great importance. If the relationship remains positive from the start, it is much more likely to gain more information because people tend to talk more when feeling comfortable with their opposite. The goal in semi-structured interviews is to get people to talk. Open questions should be used and, in response to the answer, more in-depth questions should be asked, using similar vocabulary than the interviewee to avoid researcher's bias. (DiCicco-Bloom & Crabtree, 2006)

3.2 Description of the Interview

The aim of this thesis was to analyse implicit patterns of thoughts through cognitive discourse analysis via an in-depth interview. The setting of the semi-structured interview, a qualitative research method, used for this thesis is examined and described in this chapter. 4 managers, whose names remain unknown for this purpose, from different industries were answering 40 questions (Appendix 1), 20 of them concerning their family life and 20 that focused on the working environment. The interviews were conducted personally and ranged between 30 and 45 minutes. A limitation which came up was the relatively small range of data collection, this however is due to the given length of this thesis. The language of the interviews were the mother tongue of the employee, three of them conducted in German whereas one was translated in English. The choice of mother tongue language instead of English, the language of this thesis, is due to the matter that implicit patterns of thoughts were analysed through language. The concern when conducting the interview in English was that people might have struggles expressing themselves and their belief and opinion in English. The goal of the interview was for the interviewee to speak freely and unintentional, this might be achieved easier when speaking in the language they are most comfortable with. The interviews for the three German speaking interviewees were therefor conducted and analysed in German and the findings were then translated to English for this thesis.

The 40 questions concern the three different frames of hierarchy this thesis was based on. The interviewee did not know about the topic or aim of the interview so that no preparation could be made in terms of expressing themselves in the 'right' manner. To prevent the interviewee to understand a pattern, the set of questions were mixed without a specific order.

4.0 Interview analysis

The following interviews were analysed separately to achieve an in-depth understanding of each individual management style. The participants remain anonymous and so do the employees that were asked controlling questions that were used to compare findings of this study to the actual management style. Each analysis is started by analysing the existence of a hierarchical ladder, based on the position in the organisation, followed up by the frame concerning discipline as a moral value-based hierarchy and concluding with the gender-based hierarchy beliefs.

4.1 Interview analysis 1: Advisory Board, Holding Group

4.1.1 Hierarchical ladder

Probably the most diversely discussed approach to management is the existence of a hierarchical ladder. In other words, the manager is categorised 'above' the employees, symbolically standing higher than the closest employees who are again ranked higher than the workers working for them, and this continues until the lowest step of hierarchy. This, of course, is more than an 'either-or' principle, the spectrum here is much wider, consisting of uncountable possible approaches to this topic and also presenting multiple different ways to set the dynamic and relationship between the differently categorised individuals.

Presence of authority

Manager 1 introduced the existence of a hierarchical ladder in his belief of authority, which seems to be his primary frame concerning the topic. As mentioned, the primary frame is the first instance of information that is recalled to explain a certain topic, but does not have to be the only approach, however.

When asked about the authority figure in his family, his reply confirmed that the construct of authority and therefor the existence of hierarchy in some way is embodied in his belief system: '(...) In the family where I am the dad, I am definitely the person of authority.' ((...) In der Familie wo ich der Vater bin, da bin ich sicherlich die Autoritätsperson). There were a few lexical terms that can be used as examples found to support the primary frame. The first example was his answer concerning the essence of children being quiet while adults speak. He mentioned that this does not have to be the case all the time but there are times when children 'have to' be quiet (wo sie auch mal still sein müssen (...)). Using the imperative suggests that he believes to be superior towards the children and again, a hierarchical order may exist where the 'lower ranked' individuals must follow the orders of the higher ranked. In the answer that concerns the different social classes interacting with his children he mentioned the term 'socially 'higher ranked' classes' (sozial höher gestellten Familien), which supports the assumption that there is some kind of hierarchical pattern in his head, not only concerning family or his management position, but his general understanding of the world.

After naming the lexical examples, the contextual input and examples are now analysed in the following passage. The first appeared in the answer to the question which job he sees as his in this organisation. His answer was 'the supervision and consulting of the company and its employees' (das Aufsehen und Beraten, (...) Personaleinschiedungen), which again gives some sort of picture of him watching over the other individuals, therefor, being ranked higher on the hierarchical ladder again. Furthermore, when being asked if he has the last word in decision making and if he believes that this is essential, he also agreed that 'it is of great essence that there is a person that has the last word' (Ja, es muss Einen geben, der das letzte Wort hat, Einer muss die engültige Entscheidung tref-

fen). Having one decision maker supports the concept of hierarchy of course. The second example and probably the most direct one was the answer to the question which picture comes to mind when thinking about your leading position in this enterprise. The interviewee referred to a pyramid formed picture, which is a classic way to explain the hierarchical structure in a similar manner to the existence of a ladder. He mentions however that in his opinion the original structure of this pyramid cannot be found in an organisation as before, due to the digitalisation as different people come together for different tasks, form a sort of hierarchical dynamic and split up again after the task is completed (Es ist das Bild einer Pyramide, aber anders als früher. Durch die Digitalisierung kommen Leute aus verschiedenen Bereichen zusammen, formen eine hierarchische Dynamik und lösen sich danach wieder auf). Nevertheless, the mentioning of a pyramid as such leads to the assumption that he does believe in the existence of some sort of hierarchical structure when managing his employees.

Importance of experience

The second frame that can also be found concerns with the facts on which he bases hierarchy. There were many inputs that showed that the matter of hierarchy for him, concerns to a large extent on the experience and wisdom of an individual, also in the form of education. The main evidence for this frame can be found in the questions concerning the expected behaviour of children. The first question concerned with the extent to which parents have to explain their decisions to children and to which extent children are expected to question those decisions. His answer stated that for him ‘a lot depends on the age of the children’ (Das ist natürlich eine Frage des Alters) and that ‘once the children are older, of course they should question decisions’ ((...) aber mit zunehmendem Alter natürlich sollen Kinder Entscheidungen auch hinterfragen, klar). The next evidence of the importance of experience when concerning hierarchy is found in the answer to the question in which decisions the children opinion should be taken into account, too. Again he gave evidence that it depends on the age of children but furthermore also the capability of seeing the consequences of some decisions (Es gibt sicherlich Entscheidungen bei denen ich die Kinder nicht mit einbeziehen würde, zum Einen, weil sie die Tragweite der Entscheidung nicht kennen, und zum Anderen ist es auch wieder altersabhängig). This supports that age is not the basic factor on which he bases his hierarchical categorisation on, but rather the extent of maturity and the wisdom that has been absorbed up to a stage, only measured by the superficial factor of age. Apart from wisdom and experience, which can of course be found in very different amounts for each employee, another factor that he mentioned when categorising the social classes, was the close connection of education to social classes. Through stating that ‘education has more to do with social classes than the financial factor’ (Das hat

aber eher was mit Bildung als mit finanziellen Dingen zu tun), he introduces not only the importance of education when looking at higher ranked individuals (or families) in the ladder of hierarchy, but also that the factor of knowledge (either through wisdom, experience or education) is a component that seems more valuable in approach to ranking in terms of hierarchy than monetary terms.

Dynamic of interaction

The third frame concerns the respect towards ‘lower ranked’ individuals and also how the manager views them. After analysing some parts it can be suggested that the manager has the frame of an existing hierarchical ladder stored, but does not value people differently, based on the position. It seems that he shares the same concept of trust and respect with his direct colleagues as well as with the rest of the staff. This can be seen in the answer to the question if he believes that trust is good but control is better (German saying), where he didn’t neglect the saying completely but he ‘usually supports the saying ‘trust guides’ (In manchen Situationen mag das so sein, im Allgemeinen bin ich aber eher ein Anhänger des Spruches ‘Vertrauen führt’). Through the lexical term ‘usually’ he does not differentiate between differently ‘ranked’ people, he even supports the idea that he does not base his trust to people depending on their hierarchy level, but much rather the one has nothing to do with the other. This assumption is also backed up by the fact that good behaviour and manners, as he puts it, are a fundamental attitude, not based on the surrounding or your opponent, he also neglects the fact that there are people where it is more important for him, that his family knows to behave (Es gibt den schönen Spruch: Benimm dich Zuhause wie beim König und beim König wie Zuhause (...)). This promotes the opinion further that although a hierarchical structure is present, no differentiation in terms of value or respect is made. Looking at the qualities that he mentions when being asked about what makes a good employee, like the importance of being able to criticise and personal initiative ((...) dass er auch fähig ist, Kritik zu üben. (...) Eigeninitiative (...)) also shows that he does not want obedient subordinates but rather employees who bring their own opinions and beliefs and are not supposed to quietly accept every move the higher ranked individuals make.

4.1.2 Discipline as a moral value

The next set of frames were based on the general idea of connecting the moral value of a person to the general understanding of discipline. The analysis focusses on what extent the manager understands the worth of a person through the individuals range of discipline, ranking the ones lacking discipline as lower valued and vice versa. As this is the most abstract concept of the three, there was no real primary frame to discuss as it seems the interviewee has different approaches to the subject.

Importance of discipline

The first frame and perhaps the primary frame found, was the general importance of discipline in society. This frame already directly appears when being asked if it is his job as a father to make sure his kids understand the existence of rules and that they are set to be adhered. His clear and straight forward answer ‘I think that is correct. This is one of the main duties the parents face’ (Das finde ich richtig. Das ist unter Anderem auch eine der Hauptaufgaben der Eltern), makes it very clear that concerning discipline there is a frame that supports the importance of existence of discipline in general. Although mentioning the significance, he still clearly distinguishes between being strict and being disciplined. He argues that discipline is acceptable when having a reason behind it, mentioning however that for the sole sense of being strict is not a satisfactory enough reason when being asked about whether children should be parented strictly and how that is connected to discipline. The other example that implies the primeness of discipline in the managers understanding can be seen when being asked about his opinion whether discipline makes a good character. Although he mentioned that ‘this cannot be generalised’ he elaborated further that ‘discipline can be part of a good character, yes, but not the only basis’ (Das ist natürlich so nicht richtig. Also Disziplin kann Teil eines guten Charakters sein, durchaus, ist aber nicht die einzige Grundlage), which does give the attribute an importance to some extent.

Value of self-discipline

The second frame that was interpreted from the interview focusses on the concept of self-discipline. Although it was intentionally mentioned only later in some of the questions, the interviewee mentioned it by himself when being asked about the question concerning strict parenting. He elaborated the topic of discipline further, linking it directly to self-discipline and pointing out the essence of self-discipline to an individual ((...) Selbstdisziplin, werden sie auch feststellen, ist manchmal auch ganz hilfreich (...)). Even though he mentioned the concept and its’ significance on his own, it seems like he believes that it is enhancing the individuals life rather than a person’s moral value. An illustration for that assumption is the answer to the question if he believes, self discipline should be rewarded, in which he supported the opinion that ‘self discipline is rather self-rewarding’ (Selbstdisziplin belohnt sich, glaube ich, selber). Being asked about the importance of being on time, his answer supported that assumption because he did not only point out how important it is, but also how it is a basic respect towards other people (Ich finde, Pünktlichkeit ist ein Respekt anderen gegenüber). Through mentioning this, he expects a certain amount of manners that are a significant part of the concept of discipline from every individual. Another example for this can be found when being asked about whether he draws distinctions between the importance of his children behaving

well in some places, compared to others. He made it clear with his answer that first of all this is not the case but, focussing back to his expectedness of basic manners, he even says that he believes ‘good behaviour or good manners, (...), are a fundamental attribution, that is, expected of every member in society’ ((...) ich denke mir ein gutes Benehmen oder gute Manieren, (...) das ist eine Grundhaltung). Also his answer concerning the essence of cleanliness and order on each employees working space supported this assumption. ‘Cleanliness is a must. (...) Concerning order I do believe that everybody can chose this on his own. I do not see it as my task to make sure my staff know how to keep a desk in order.’ (Sauberkeit ist ein Muss. (...) Bei der Ordnung glaube ich jedoch, dass es jedem selbst überlassen ist. Ich sehe es nicht als meine Aufgabe, den Angestellten zu sagen, wie ein Schreibtisch ordentlich gehalten wird). He clearly sets a standard of an individuals discipline (and self discipline), does however appear to assume a certain standard level rather than basing a persons worth on this attribute.

Limited emphasis on discipline

This assumption introduces Frame 3, which gives an answer to the original question. The third frame is already introduced in the first question concerning this topic, ‘not behaving children should not be tolerated by the parents under any circumstance, to what extent do you agree?’. His opinion to that question was that ‘it depends’ (Das kommt darauf an). Furthermore he elaborated that ‘every child misbehaves from time to time and that there are better and worse reasons for that’ (Jedes Kind gehorcht mal nicht, das haben wir ja alle hinter uns und es kann bessere und weniger gute Gründe dafür geben). This already takes the weight off discipline, when explaining moral value through his perception as he basically introduced the idea that also neglecting discipline can, to some extent, be bearable and does not influence a persons value. Also when concerning the question of strict parenting and discipline, he does give discipline a value, but in the next sentence says that ‘it is not the only value to reach happiness’ (nicht den alleine glücklich machenden Stellenwert), again, dissociates from the thought of discipline as the only moral value measurement.

Also the question regarding discipline as the main attribute that makes a good character he clearly supports the idea that, as mentioned in accordance with the first frame, discipline can be a part of what makes a good character, ‘but it is not the only basis.’ (Ist aber nicht die einzige Grundlage). He even introduced the lack of discipline when answering the question about punctuality, stating that ‘it can also happen that one is unpunctual’ (man kann auch mal unpünktlich sein), not making a big deal about the lack of discipline from time to time. The most confirming arguments for the third frame however were, on the one hand, the questions that focused directly on the significance of (self) discipline, comparing it to other features, when looking at achieving goals. The first question

implied whether a goal can be reached either through honest interest towards the subject or through strict self discipline. He answered straight forward with a simple sentence ‘In this case, I definitely believe self interest.’ (Da glaube ich auf jeden Fall Interesse), again neglecting the weight of discipline as the best serving attribute. The second question was very similar but, rather than focussing on ‘a goal’ it took the working environment into account: ‘Do you believe that concerning your career life, nothing works without hard work and therefor self discipline?’ Although he argued that self discipline ‘can be an advantage’ (Grundsätzlich kann es aber schon ein Vorteil sein wenn man Selbstdisziplin besitzt) he neglects the assumption overall by saying that it ‘cannot be generalised’ (So verallgemeinern kann man das nicht) and that, ‘when looking at musicians for example, it is more of an affair of the heart, where self discipline does not contribute as much’ (wenn man zum Beispiel Musiker anschaut, das ist glaube ich mehr eine Herzensangelegenheit, bei der Selbstdisziplin nicht so eine große Rolle spielt). These two answers argue that there is room for other attributes and characteristics that are as important as the idea of discipline for rating moral value. When looking at which attributes are of importance for him in a good employee, apart from discipline, the answer focussed on the ‘expertise of the individual, his ability for criticism (accept and exercise), common touch and sensibility’ (erstens muss er oder sie etwas können, zweitens muss er auch kritikfähig sein (in alle mögliche Richtungen), wissen wie man mit Menschen umgeht, Sensibilität). Only one attribute, that of having manners (Umgangsform, also Manieren), is connected directly to discipline. This does not only give support on the answer to the question but also introduces other attributes that are, rather than discipline solely, important for him personally. Also when asking directly about the factors which he uses to measure the value of a character he answered comprised with one sentence, ‘summarised I would say integrity and authenticity’ (zusammenfassend anhand von Integrität und Authentizität), which both deal more with the different traits and personalities of the individuals, rather than a common concept like that of discipline.

4.1.3 Gender based hierarchy

The questions asked concerning the hierarchy frame due to gender covered the topics of authority over women in the family and business life, the differences in the nature of the genders and the existence of gender based talent attribution.

Traditional role attribution

The first interview presented the presence of a traditional understanding of gender roles. One question asked was what role authority played in the family of the manager and who they would describe as the person of authority. The answer ‘in my family, I am certainly the authority figure.’ (in

meiner Familie bin sicherlich ich die Autoritätsperson), introduces the frame of authority being a male attribution. This is a widespread belief, especially in traditional families (the strict-father model where the father is the person with absolute authority) and is the first example of the primary frame concerning genders for Manager 1. In the answer that referred to the question ‘which decisions should be made solely by the man, which should be made as a couple and to which the children should also be included?’ the interviewee referred to a real life example where ‘his brother-in-law and his wife made a decision’ (Mein Schwager hat jetzt mit seiner Frau beschlossen). Mentioning the male figure first is an example for a linguistic term where the traditional gender frame is again present. Also when being asked why his field of profession is a male-dominated field he mentioned the difference of females attending a technical university from nowadays to when he was a student ((...) wie ich vor 20 oder 30 Jahren im Studium war, (...) da waren von über tausend Studenten fünf weibliche dabei, da sind alle schon in Euphorie ausgebrochen), introducing the old frame directly. In the same answer he later on mentioned the color-based gender frame ‘girls getting a pink room whereas boys get a blue one’ (Das ist ja heute noch so, wenn man einen Bub kriegt, wird das Zimmer hellblau angestrichen und wenn es ein Mädels wird, wird das Zimmer rosarot) and the different gifts that are given gender based ‘a girl gets a Barbie and a boy doesn't get the male Barbie Ken but rather a toy car’ (Und wenn man klein ist, kriegt man als Mädchen die Barbie geschenkt, als Junge aber nicht den Ken von der Barbie sondern ein Spielzeugauto). This supports my findings that the primary frame often recalls the first knowledge stored, in this case the traditional role attributions in terms of colour and toys but also authority, but as we can see with the introduction of the next frame, this might not automatically indicate that every approach of this frame is accepted as the right one.

Gender-based value

The next frame that was present was the value frame. There was multiple indication that, although the traditional frame is present, no distinction is made concerning the value of men and women. A linguistic expression of this can be found in the answer for the decision-making question, where he later on elaborated that ‘the couple, together as such, thought about the decision’ (Das Paar als solches hat sich zusammen überlegt, ob sie das machen wollen (...)), where he puts both individuals on the same hierarchical stand, no distinction between the gender, later on comparing them to the stand the children had in the decision. Furthermore, when talking about the different chances men and women face in life he mentions the importance of upbringing and the lack of logic when ranking them differently on the value scale ((...) Das hat natürlich auch einfach mit Erziehung zu tun (...) Da gibt es ja keinen logischen Grund dafür (...)). He even mentions that upbringing is the

‘preconditioning’ for gender role bias (Das ist ja eine Vorkonditionierung für die Rollenverteilung später). This shows again that no frame is present that shows a natural difference in the value, but rather external factors can guide individuals in perceiving it this way.

The third frame that was present, serving an understandable explanation to the first managers’ standing on gender based hierarchy is the difference of male and female in nature. His answer concerning the difference of men and women clearly showed indication of a frame that does contain information about the presence of a difference but rather than basing it on talent, the frame of different personal traits is much more visible through the whole interview. He describes men as ‘being more aggressive and more prepared to take some risks whereas women are referred to as ‘more stabilised and balanced’ (Ich glaube Männer sind viel aggressiver aber auch risikofreudiger (...), Frauen sind jedoch viel stabiler und ausgeglichener). When being asked about his reaction to when his son would decide on a career in a female dominated field his answer showed again that there is no frame present that indicates that talents are gender based. He states that he ‘would question his decision the same way he would question every future decision, regardless of what sector this job is in’ (Also ich würde bei jeder beruflichen Entscheidung hinterfragen ‘warum willst du das tun, und was glaubst du was die Konsequenzen davon sind’, das würde ich schon. Aber das würde ich überall (...)). Furthermore, when being asked whether there are areas which are better dealt with by the woman of the family, the frame again was present when he decided that ‘girls might feel more comfortable about being sexual educated by the mother’ (Ich könnte mir vorstellen, dass für ein Mädchen, im Bereich Aufklärung, ein Gespräch mit der Mutter angenehmer ist, als mit dem Vater). This again points out the different traits of gender but does not mention a talent based bias at all.

4.2 Interview analysis 2: ASCR (Aspern Smart City Research)

4.2.1 Hierarchical ladder

Existence of hierarchy

Similar to the first interview analysis, the second one starts off by looking at the primary frame for the existence of a hierarchical ladder in the organisation. Based on the following examples it can be concluded that the manager, comparable to the first interviewee, also has a stored knowledge of explaining the organisation through hierarchy. The first example for his primary frame can be found in his answer to the question ‘to what degree do parents have to justify their decisions and to what extent should children question these decisions?’ where he elaborated that, if the situation demands it, ‘there is no more discussion,(..), the topic is over and is also not questioned anymore’ (Da diskutiere ich nicht mehr, ..., dann ist das Thema beendet und wird auch nicht mehr hinterfragt.). In the same

answer he elaborates further that it is important for children ‘to learn fast that there are circumstances when they have to obey, and that there is no room for discussion in those situations’ (Aber das Kind muss relativ rasch lernen, es gibt einen Bereich da heißt es ‘sitz’ oder ‘platz’ und da gibt es dann auch nichts mehr zu diskutieren.). Assuming this expected obedience is a good indicator for the primary frame, it clearly points out his hierarchical advance compared to lower ranked individuals, in this case the children. The next sign that seems to support the reality of a hierarchical ladder in the managers framework, is his understanding of the concept of authority and his ability to name his father when being asked about who the authority figure in his family is. What might seem a weak argument actually has a wider meaning embedded. In order to understand a linguistic term, it means that there is knowledge stored about that topic (Miller, 1846), so if the manager understands the meaning behind the word authority figure and is capable of assigning the role to a family member, it means that this concept is somehow present in his brain and he has a sort of accordance to it. Going on to the next part, concerning the question about the importance of the social class of people that your children interact with, he uses lexical terms such as ‘lower social class’ (niedrige soziale Schicht) or ‘looking down from above’ (von oben drauf schaut) introducing a hierarchy and furthermore distinction between the people from different classes. An example for that would be the mention of the ‘other people’ (anderen Leute) when talking about socially lower ranked individuals. When being asked about his direct employees and the dynamic amongst them, one quote again can be seen as a contribution for the evaluation of his hierarchy frame. Solely through mentioning criticising employees due to not fulfilled performances (‘...wenn man aufgrund von nicht erbrachten Leistungen Kritik ausübt’) he supports his hierarchical advantage over subordinates. The same principle accords to the answer when being asked to describe the procedure of a meeting and the role he plays, where, apart from answering the question directly, he mentioned that he leads the meeting and gets in the results, ignoring whether his employees are comfortable with that or not (Also ich führe die Sitzung und hole die Ergebnisse ein, ob sie das jetzt wollen oder nicht.). Another example is when being asked about what makes a good employee, where the first answer was to be reachable permanently, also when he calls at 10 at night (Er ist permanent erreichbar, auch um 10 am Abend, wenn ich ihn anrufe). Those examples which seem as a subtle indication of the hierarchy frame can be seen as clear support that he does believe in a hierarchical structure when managing his employees. The last set of examples are straightforward confirmations of his perception. Firstly, when being asked about him having the last word in decision making and if he believes that is a good thing he answered ‘Habe ich und das ist wichtig. Weil, egal was für ein Unternehmen es ist, es ist nur ein bedingt demokratisches Vorhaben. Es muss einen geben der sagt ‘so ist es’ und das da

dann auch nicht widersprochen wird, ähnlich wie bei der Kinderfrage' (Yes, I do and that is important. Because, no matter what kind of organisation it is, it is only a limited democratic operation. There has to be someone that says 'this is it' and that then, there is no contradiction, similar to the question concerning the children). Mentioning the lack of full democracy and naming him the person to have the last call seem to be a direct presentation of his understanding concerning the topic. The question that seems to summarise the frameworks that are found regarding that topic is the one focusing on what picture comes to mind when thinking about the leading position in his organisation. To accord each passage to the right frame the answer is broken down so that each part is clearly connected to one frame. Overall, he sees a movie, not a picture, of the organisation being a ship on sea where 'sometimes he stands at the back, shouting while they are rowing..' (Manchmal schreie ich hinten und sie rudern). The picture coming to mind can be seen as an illustration of the concept of existing hierarchy he seems to have.

Dynamic of interaction

After assuming that he has some sort of understanding of a hierarchical practice in his organisation the next frame found concerns more with the dynamic he offers employees on this hierarchical structure. Even though the existence of the first frame is impossible to deny, the manager seems to attach great importance to a positive and respectful dynamic of interaction. The first example to support the assumption is visible concerning the issue to what extent decisions have to be questioned by children, where he first answered 'well, it is convenient for the parents, if they have nothing to justify' (Naja, angenehm für die Eltern wenn es nichts zu rechtfertigen gibt), but after asking him in more detail if this would also be good, he neglected and supported that 'children that never question decisions will never know if they did something wrong' (Nein, das Risiko ist, dass man nie erfährt, wenn man etwas falsch gemacht hat...) This gives belief that he wants his subordinates to have an own opinion and that there is room for discussion and the own input of ideas. Also when talking about the aspect of control there are three examples that support the idea that although the hierarchical system is in specific order, the trust and control relationship is very much based on the trust factor. Regarding the german saying 'Vertrauen ist gut, Kontrolle ist besser' (Trust is good, monitoring is better) and the amount he agrees, he corrected it to 'Vertrauen ist das Wichtigste und Kontrolle gehört dazu', meaning trust is the most important thing and monitoring has to be a part of it too. Furthermore, asking about the dynamic between him and his direct employees he mentioned the head of research who enjoys a 'free hand' understanding (der Forschungschef, volle freie Hand), that is, a participative management style. Both those examples show support that within having this hierarchical order, the dynamic is based on trust rather than control and supervision. Also when de-

scribing what makes a good functioning employee he mentioned 'he makes proposals on what he wants to work,...., even if that leads to changing the direction we are going right now' (Er macht Vorschläge woran er arbeiten möchte,... Auch wenn das dazu führt, dass wir die Richtung verändern), which conveys the feeling that he believes in employees that think on their own rather than obeying to everything he says without using their own expertise. When asking which qualities he enjoys in an employee, he again points out 'loyalty and being brave. In order to stand by their opinion.' (Sie sollen loyal sein und mutig. Damit sie ihre Meinungen auch vertreten können). Furthermore, using the word 'want' when referring to finding something to work on, it gives the impression that it is important for him to let the employees structure their job in a way that it is as enjoyable as possible. This also indicates that, despite having a concept of hierarchy, rather than looking down on the lower ranked in a way of disrespect, he amongst other tasks, tries to use his position to enhance the employer satisfaction as much as possible. Coming to the last example, the second frame can also be found in his picture of his leading position 'wenn sie müde sind dann geh ich selber ans Ruder' (when they are tired, I will do the rowing), indicating that he believes working as a team and having each others back is as equally important as having a clear structure through hierarchy.

Importance of teamwork

Having mentioned the importance of teamwork and functioning as a team, connection can be made to the third detected frame. Despite finding plenty of evidence of the first two frames, the frame that can be found that overshadows the others is that the climate and the togetherness of the organisation exceeds the importance of hierarchy and the dynamic within this structure. Being asked about the ideal image of a family and the distribution of rolls, he answered that 'it is ideal if it fits to the people' (...idealtypisch ist es dann, wenns zu den Menschen passt..) and concerning the roll distribution he expressed that 'it is ideal, if there is space between all family members, that makes it possible to live in a way that is the best for everyone (Idealtypisch ist, wenn Raum zwischen allen Familienmitgliedern besteht so zu leben, wie es allen am besten Spaß macht.). He introduces the idea that the primary concern is, that everybody accords well to the structure and setting they are confronted with. Furthermore, concerning the question about the extent to which parents have to justify their decisions, as mentioned before, he believes that there are times when there is no room for discussion. His reasons for that are however, 'if the circumstances are dangerous for the child or for the family' (weil es entweder fürs Kind gefährlich ist, oder für die Familie) which again gives good indication that his primary concern is not the hierarchical structure but the best possible outcome for the organisation itself and its people, not differentiating which hierarchy level they find themselves

on. A lexical example for the essence of togetherness can be found when focussing on what makes a good functioning employee, he mentions that an employee is one of the best when ‘proposing ideas that fit into the policy framework. Meaning, that we have come up with a way together, in which direction we are going...’ (wenn das solche Vorschläge sind, die für das Gesamtkonzept passen. Damit meine ich, dass er mit mir erarbeitet hat, wohin wir gehen...). Mentioning the union of ‘together’ and the way they are going (notice the plural structure) shows an equal belonging of all individuals within that organisation. Combining this with the same question as before, which qualities he likes and dislikes in his employees, the negatives revolve around this assumption. ‘It is unacceptable if they downgrade other colleagues, that means, working bad in teams.(...) talk bad behind others backs or talk bad about the organisation’ (Unvertretbar wäre es für mich wenn er andere Mitarbeiter schlecht macht, also nicht teamfähig ist. (...) schlecht über Andere reden, schlecht über das Unternehmen reden, das geht nicht..). He centralises the idea of the organisation, not only the corporate side of it but also the personnel included in this corporation.

When introducing the idea of a CV without a picture, he was not thrilled about it. He expressed his issue with that as following: ‘why can’t I form his team based on sympathy? For me this is a guarantee for success, I have to make sure if I like the person, if he or she can cope well with the others(...)’ (..warum soll ich mir nicht ein Team zusammenstellen nach Sympathie? Das ist für mich ein Erfolgsgarant, ich muss ja auch beurteilen ob mir der oder die taugt, ob er oder sie mit den anderen klarkommen würde,..). Although some people might argue that this means hiring on the basis of sympathy and appearance rather than expertise, it is again a support that harmony for him is of great importance when dealing with people in his managing position.

Looking at the last question again, what picture he sees when looking at his leading position, the third aspect of his answer is the approach of the third frame. ‘Neben dem Schreien fische ich, damit wir was zu essen haben’ (While screaming, I am fishing, so that we have something to eat), which supports the picture that he sees it as his part to make sure everything and everyone runs smoothly for the sake of the organisation and that his understanding of having a healthy team-like working environment exceeds the importance of a strict hierarchical structure.

4.2.2 Discipline as a moral value

Regarding the investigation of the second frame, using discipline as a measurement for the moral value of an individual, two main frames that seem to organise the knowledge on this topic were found. There were a few interesting things to mention before starting to analyse the first frame. First, which opens the question of how deeply the frame of disciplinal importance is actually em-

bedded within the manager, this frame was only then found in the answers when the question already directly emphasised on discipline, in other words, when the principle of discipline was mentioned in the question. The second factor that has to be taken into account before looking at the findings is that apparently, this manager seems to split the concept up in two parts, one which seems to be very important for him when looking at moral value, the other not so much. From these distinctions, two frames emerge that concern the topic.

Value of self-discipline

It seems that the aspect of discipline that concerns with self-discipline and consequence for him is a very important asset, interpreted as the first frame, which can be found when asking him if ‘discipline is, what makes a good character’ (note here, that the concept of discipline is mentioned and addressed in the question), he responded that he would agree although he believes that there are more aspects to it. He also refers to it as consequence, calling consequence and discipline the two leading factors (Ja, würde ich zustimmen. Es hat viele Facetten aber es stimmt. Konsequenz kann man auch sagen. Disziplin und Konsequenz). On the other hand, presenting this as the second frame, it seems that the side of discipline that concerns with the obeying of rules and following the leader without standing your ground, is a negative attribution in his opinion rather than a positive one and there are attributes he focusses on more intensely when looking at the moral value of a character, which is directly referred to in the question on which factors he bases the value of a character where his answer showed the following: ‘Wenn man gut miteinander auskommt (...) das muss gar nicht konfliktfrei sein (...) Wertschätzung und Austausch und das muss irgendwie eine eigene Dynamik haben, sodass man das Unternehmen weiterbringt, ohne dass man permanent mit Zielen arbeiten muss (...) Es muss einfach eine gute Dynamik sein, jeder muss sich wohlfühlen, dann ist man auch etwas wert.’ (If you get along well (..) this does not have to be without conflict (..) Appreciation and exchange, somehow it has to have an special dynamic, in order to contribute positively to the success of the organisation, without constantly having to work towards goals (...) There simply has to be a good dynamic, everybody has to feel comfortable, if that is the case, you are of worth).

Looking at those attributions and him mentioning the advantage in not working towards goals, he automatically decreases the value of discipline as that concept only works when working towards a goal. This answer supports that at least discipline for him is not the only moral value.

Looking at the frames separately, focussing on self-discipline and consequence first, the first example can be found within the answer to the question what importance it has for him, in which social classes his children socialise. Apart from answering the question he mentioned that ‘there is a ten-

gency that it is harder to escape a lower social class' (Es ist eine Tendenz, niedrige soziale Schicht, da ist es schwer rauszukommen,..) which can indirectly be linked to the fact that people from lower social classes have it harder to get out because more (self-)discipline is required to make the step out of your comfort zone to lead an enhanced lifestyle.

Another example is his importance of punctuality. Regarding the question if punctuality is of essence he responded 'Yes. Stealing time is the worst. (..) Punctuality is extremely important.' (Ja, weil Zeitdiebstahl ist das Schlimmste. (...) Pünktlichkeit ist total wichtig.) which again focusses on the importance of being self disciplined or consequent enough to appear on time. Also when asking 'in presence of which people is it most important to you, that your children know to behave?' He responded with the simple answer 'everywhere' (Überall) which again shows the importance for him of having a certain level of self discipline that makes it possible to fit into society.

When being asked about it, it seems that he does expect a level of discipline and obedience if needed. Concerning the question about what makes a good functioning employee again for example, the answer that he has to be available permanently, also at 10 at night (er ist permanent erreichbar, auch um 10 am Abend), might be an indication that the basic level of obedience and following rules is of some importance but compared to other values, it seems to have a lower ranked position. Another example for this assumption is when being asked about whether he believes that the individual moral of an employee is enough to contribute positively in an organisation or if there are certain values that have to be represented by the organisation internally. He mentioned that his overall opinion is that every individual carries the basics within himself (drawing a connection back to self discipline) but in case there is, for example, a new product that is connected to a moral value, in order to sell it better, the employee is obligated to transport that value as well. That he has to do it and if not, he is in trouble (...was eh jeder normale Mensch empfindet (...)) Also nein, außer man hat etwas neues, ein neues Produkt oder so, das ich mit einem Wert hinterlegen will damit es sich besser verkauft, dann muss der Mitarbeiter das mit kommunizieren (...)) muss das auch machen. Wenn er das nicht macht, hat er ein Problem).

Obeying rules and tolerance

As mentioned at the beginning of this chapter, the manager distinguishes between two different approaches for the concept of discipline. After covering the first one, the second approach focusses on the managers other understanding of discipline, concerned with obeying rules and executing everything without question. The first question regarding the topic, asking whether not behaving children should, under no circumstances, be tolerated by the parents, can already be seen as an indicator for his standing on the topic through his elaboration on the concept of tolerance. He states that he 'dis-

agrees as tolerance is one of the most important principles' (Nein, also Toleranz ist eines der wichtigsten Prinzipien..). Furthermore, when being asked if, in his opinion, it is the task of the parents to make sure children understand that there are rules and that they exist to be obeyed he counterargued that he believes it is at least as important that the children understand to question rules and maybe generate own rules (Ich glaube aber, mindestens genauso wichtig ist es, dass die Kinder lernen Regeln zu hinterfragen und vielleicht neue aufzustellen). Introducing the emphasis of breaking rules and questioning them can be seen as one of the examples where a distinction between the two approaches to discipline is made. Looking at the examples from above, mentioning the importance of self discipline and manners, it becomes clear when comparing it to this statement what his two different views concerning the topic are. Regarding the question about discipline and the strict hand he argued, similar to the first manager, that discipline has nothing to do with a firm hand (...) that he doesn't believe in the positive effect of it (...) and that the discussion process is important, the learning process with the children, that this is the discipline needed (...) (Disziplin hat nichts mit strenger Hand zu tun. (...) Von strenger Hand halte ich sowieso nichts (...) da ist vorher der Diskussionsprozess notwendig, der Lernprozess mit den Kindern, das ist die Disziplin, die man braucht (...)). Emphasising on the importance of communication and explanation contributes to our analysis of his neglecting of the concept of discipline regarding blind obeying as, rather than punishment or moral value decreasing, he believes in approaching the goal together, having a two way channel of communication rather than the one of the rule setting only. The question whether a goal is reached easier through honest interest or through strict self discipline can give an insight on how much emphasis the interviewees give on both the aspects, referring directly to them in order to present two different approaches, making the manager choose the one that seems to represent his framework more closely. In this case, the manager answered with two words only 'honest interest' (ehrliches Interesse), making it clear how sure he is with his answer, needing no further explanation. This also can be used as an indicator for gaining an understanding of where he places those factors on the spectrum and, with his clear answer it can be assumed that his focus lies intensively on other factors that lead to moral value or success. The assumption that in general there are more important moral values for him than discipline can be seen throughout his interview, the final example regarding the question of what qualities he appreciates most in an employee where the first answer was 'they should be loyal and brave' (Sie sollen loyal sein und mutig). Listing brave as one of the qualities is interesting because being brave, in the sense it is used here, means automatically to distance from discipline (the obeying approach) as being brave in the corporate world like mak-

ing decisions, having an opinion and being able to criticise, contradicts with the second approach to discipline (obeying rules without including personal input, thought or ideas).

4.2.3 Gender based hierarchy

After looking at the first two set of frameworks this analysis is based on, following up is the third frame, dealing with gender based hierarchy. For this set, the three main frames that the manager seems to use to organise his knowledge and opinion towards that topic are being examined and again, examples are used to undermine them.

Traditional role attribution

The first frame that was dominant was, again, the traditional frame of role attribution based on gender. An interesting fact to mention within this frame is that the main basis of his frame lies in the difference in talent, regarding it more towards the professional life. An example that undermines this assumption is the answer to the question whether children benefit if the education of girls focusses on cleaning and doing chores and guys are guided to learn crafts, where the manager argued that he ‘thinks its completely stupid what came after his time, in the middle school, where the boys had to try needlework (...) It does make sense, focussing on crafts with men and women at home (...) To get rid of the classic gender roles compulsively is stupid’ (Einen vollen Blödsinn habe ich aber gefunden, was nach meiner Zeit gekommen ist, so in der Mittelstufe, wo die Burschen Handarbeiten gelernt haben (...) Das macht schon Sinn, Männer mehr handwerklich und Frauen mehr Zuhause (...) das man jetzt die traditionelle Aufgabenverteilung vollkommen auflöst, zwanghaft auflöst, das halte ich für einen Blödsinn). This indicates that, although he further argues that it is not a ‘tight concept throughout’ (aber es ist auch kein strammes Konzept), he supports the traditional approach to gender based talents, not including personality trait differences in his argument. The next illustration of this notion can be found when he elaborates on why his economic sector is still dominated by men. He argues that the primary causes are ‘history and that it is a technically oriented sektor’ (Geschichte und die Technikorientierung). He argues that nowadays, ‘where controlling and commercial gets more important, there is an increase of women’ (Mittlerweile kommen mehr Frauen zum Zug, das Kaufmännische wird viel wichtiger, Controlling, und dadurch kommen automatisch mehr Frauen). With this argument he refers directly to jobs that accord better with women, controlling for example, which supports that he seems to see a difference in their talents, again linking it solely to that, not mentioning a difference in value. The last example regarding the

traditional gender frame is connected to the question whether there is a difference in nature and if this is noticeable in the everyday life with the employees. The interviewee agreed and elaborated using history as an explanation of why this is the case: 'Yes, definitely. Women are different. (...) We focussed more on the mammoth, this is the reason for us being able to focus more intensely on a task while women see the big picture' (Ja, ganz sicher. Frauen sind anders (...) wir haben uns auf das Mammut konzentriert, haben deshalb glaube ich mehr Fokus auf Aufgaben, und Frauen haben eher den Überblick). This gives the explanation he has stored to explain the difference in talents of men and women. Taking it back to the stone age even, he gives differences in profession and duties but never refers to a difference in traits or gives an indication of a hierarchical subordination of either one of the genders.

Behavioral gender differences

The second frame found regarding gender based hierarchy is the one that concerns with difference in behaviour. The interesting thing that appeared when focussing on this frame was that even though the manager did include a frame of difference, he appeared to view those differences as an advantage for women. The first example regards the question whether it is more difficult for girls to go their way or if men and women face the same chance, where the manager replied that they don't. He elaborates further that 'there are too few women that have a say' (...dass zu wenige Frauen was zum sagen haben). Note the grammatical frame of 'too few' emphasising that he believes more women are capable of making decisions. Furthermore, concerning the same question, he discusses his ex-wife, how she has a good career but that she faced difficulties due to her gender. The interesting aspect though comes when he elaborates further, that 'the problem is, after making it somewhere, they behave like men and then the advantage is gone' (Das Problem ist, wenn sie es einmal irgendwo geschafft haben, dann sind sie wie Männer und dann ist der Vorteil verloren gegangen). He mentions that although women generally have to face difficulty in being treated equal based on their gender, as the women they are, they have advantages when comparing them individually. Those advantages are not described in more detail so it is hard to make an assumption if they lie within personality or behavioural differences but, according to the manager they individually do face some advantage over men.

These differences in nature were also part of a question where, as mentioned before, the interviewee referred to the Stone Age to explain differences in role attribution. To go more into detail, he also drew a connection to what this might mean nowadays that can be seen as a difference where he says 'men have more focus on tasks (...) and women are aware that if they 'pull here', something will move over there. And the art is to make sure to use this right' (wir haben mehr Fokus auf Aufgaben

(...) Frauen sind sich dessen bewusst, wenn sie ‘da’ ziehen, bewegt sich dort etwas. Und die Kunst ist es, glaube ich, das richtig zu verwenden). First of all, through mentioning the art to use it correctly he emphasises that there are different tasks that, in general, are handled better by women and vice versa without adjusting a gender based value. Secondly, he explains a theoretical frame of the difference of how women and men perceive the world, resulting in a difference of behaviour. The last example concerning the frame that explains difference in behaviour of men and women is an example for a situation that the manager has experienced that shows the difference of nature in men and women. He described a difficult situation where they had an issue with continuing to produce current. When the issue was first introduced and discussed the only woman that would have contributed was on vacation. The group of men takes about it and had a fast emergency plan. At the second meeting the woman was back and ‘(...)she focussed on every aspect. We were only focussing on the catastrophe, she was already thinking about the clients, what will happen in 3 months when they suffer’ (...und hat jeden Aspekt berücksichtigt. Wie haben uns nur auf die Katastrophe konzentriert und sie hat sich schon auf die Kunden bezogen (...)). This real life example can be viewed as a memory of the interviewee that he uses to explain and organise his knowledge concerning this approach to the topic.

Concept of unity

The third frame that was found overshadowing the others was the concept of unity in gender based hierarchy and, within this frame, makes men responsible that this unity is still not fully restored. This interviewee, though seeing a difference in men and women, seems to not base hierarchy on women, it appears that the main focus is for him that the unity works well without complication. This becomes visible first when the interviewee is asked about which decisions have to be made by whom and in which decision process the children should be included. Here he mentions the union frame directly, mentioning it straight from the beginning ‘To start off, the parents have to be in agreement’ and repeating it again in the last stance ‘But the unity of the parents is the most important thing’ (Also Punkt 1, die Eltern müssen sich einig sein (...)) Aber die Einigkeit der Eltern ist das Wichtigste). He doesn’t distinct in this case, mentioning that the togetherness is more important than a hierarchical standing of one person over another. An example where he blames men for the inequality that is still found again refers to the question whether men and women face the same chances. he furthermore elaborates that ‘that is the problem, men don’t support women enough, on their way up and after they have arrived there (...) It is important to develop a cohabitant, starting in the family life and ending in the corporate world.’ (Das ist das Problem, die Männer unterstützen die Frauen zu wenig, auf dem Weg dorthin und wenn sie angekommen sind. (...)) Da muss man

auch das Zusammenleben entwickeln, das fängt bei dem Familienbild an und hört im Berufsbild auf). Note here that, apart from mentioning the frame in terms of blaming men and mentioning the union (cohabitant), there is also a grammatical frame embedded (men don't support women enough) putting more emphasis on what should be done compared to what is happening right now. These indications support that while unity being the most important thing for him, the aspect of blaming men for the inequality seems to be stored alongside. This is also visible in the question which corporate life examples the manager has, that points out the difference in nature of men and women. The scenario is already mentioned in the text, referring to the second frame set in gender based hierarchy understanding, an issue of producing current and the women focussing on every aspect, also that of the clients in the future. Furthermore he elaborates though, that 'this was ok, she took care of it. She did however, based on our reactions, feel bad, which I understand. It is as important because we should have communicated this in a different matter. Taking her more serious and praise her. You never stop learning' (Das war dann aber ok so, sie hat sich darum gekümmert. Sie hat sich aber aufgrund von unseren Reaktionen schlecht behandelt gefühlt, was auch stimmt. Es ist genauso wichtig weil wir das anders kommunizieren hätten müssen. Sie mehr ernst nehmen und sie zu loben. Man lernt halt auch immer dazu). This is a clear representation of his thoughts where he firstly points out how important all aspects of working together are, even if it concerns different task attribution or way of approaching issues. Secondly, his focus lay on self-reflecting his gender on how their influence and approach might contribute more to gender equalisation than women behaving more like men.

4.3 Interviewanalysis 3: Kapsch Group

4.3.1 Hierarchical ladder

Analysing the next manager was very interesting because one frame showed clear dominance over the others. It seems that the existence of a hierarchical ladder based on the position in the organisation is the only frame with dominant presence. Looking more closely at the understanding of this hierarchical concept however, more approaches seem to be embedded within this frame.

Bureaucratic hierarchy

The primary frame found was the existence of hierarchical system in terms of, here summarised as the, bureaucratic part of management, the part of leadership that deals with decision making, division of labor, overseeing transactions and so forth. This frame was especially visible in terms of linguistic frames, the manager using words like 'leader' (Führungskraft) or mentioning directly instruments of leadership (Instrumente der Führung). But not only explicit mentioning of the word

leader(ship) was found in terms of linguistics. The language in general contained a lot more expressions of categorisations through the existence of this hierarchical concept like the ‘small technician’ (kleiner Techniker) when referring to an individual ranked much lower, saying ‘my people’ (meine Leute) when referring to his direct subordinates or referring to the ‘next level’ (nächste Ebene) when talking about the different positions that this concept is based on. It is important to mention these frames as, especially in linguistic terms, they can give an insight on the way an individual expresses himself, the language he uses, which can give a good indication for a primary understanding of a person’s perception if a pattern is visible. Nevertheless, it is also important to point out the frames that are deeper embedded in the language. One that gives a clear indication of presence of a hierarchical system is, when being asked to what extent decisions have to be justified for children, after answering the question directly he added that ‘it is often easier in the organisation to say ‘do this in that way’ than at home with the children’ (Es ist im Unternehmen oft leichter zu sagen ‘das machst du jetzt so’ als zu Hause bei den Kindern) which indicates that he has a hierarchical power over others in his organisation concerning division of labor. The most explicit example is the answer to the question if he has the last word in his organisation and if he thinks this is essential where he said ‘Yes. Basically I agree. (...) An organisation, at the end of the day, is still structured fairly hierarchically. There are plenty of attempts in literature and in practice to get rid of that but still no reasonable model has been found’ (Ja. Im Grunde ja. (...) Ein Unternehmen, am Ende des Tages, ist noch immer ziemlich hierarchisch aufgebaut, es gibt ja etliche Versuche in der Literatur und in der Praxis, davon weg zu kommen aber man hat noch kein vernünftigeres Modell gefunden). This statement basically summarises and confirms the assumed standing on hierarchical structures in an organisation. Although he seems to have this frame embedded as his primary frame and he is fully aware of that perception, there still seems to be a distinction on why he believes in the importance of a hierarchical system.

Essence of a hierarchical system

The second frame which was interpreted concerns with the perception of the manager that the hierarchical system in terms of bureaucratic management is essential for a successful performance of the organisation rather than for his own feeling of self-worth. This is a very important distinction as it, as discussed later, also influences the third frame, concerning with the social aspect of management. Given the last example of the first frame (referring to the decision making question) note here already that, when referring to the attempts in literature and in practice showed no success and that no ‘reasonable’ model has been yet found. This linguistic frame may seem unimportant but it indicates that he is not using the hierarchical system in order to enhance his self confidence but rather

that he believes no better alternative for the organisations purpose has yet been found. The next example that demonstrates his concern for the organisations benefit rather than his personal is his thoughts concerning meetings (Briefly explain the sequence of a meeting and your role in it.) where he elaborated on his flaws during meetings and that he ‘has to be aware that he doesn’t spill his opinion right away, which is dangerous, because a lot of people are then afraid to share their opinion, which can by all means, differ) (Wo ich immer aufpassen muss bei Meetings (...) dass ich nicht vorschnell meine Meinung einfach kund tu, was immer gefährlich ist, weil sich dann natürlich viele eigene Meinung, die ja durchaus abweichen kann, gar nicht mehr sagen trauen). Furthermore, after a subquestion focussing on the opinion of employees and how much weight he gives them he answered ‘ I am generally someone who is open to conviction. I don’t go in a meeting with one set opinion and say ‘this has to be that way’ (Grundsätzlich bin ich jemand, (...) der sich auch eines Besseren belehren lässt. Ich gehe nicht mit einer vorgefassten Meinung in ein Meeting und sage ‘das muss jetzt so sein’). Both of these quotes support the assumption that, when it comes to rights, he believes that all employees share the same and approaching it from this aspect, no hierarchical distinction is made. His primary attention focusses on what he can do with his employees to enhance the organisation where everybody is expected to take part in this journey. This assumption gets undermined by his perception of what his tasks are in this organisation where he again refers to the importance of a functioning team (funktionierendes Team) and, amongst others ‘constant brainstorming on how and where we can develop as an organisation’ (ständig Gedanken zu machen, wie und wo können wir uns als Unternehmen weiterentwickeln). His emphasis on a functioning team also notes that in his perception they all work towards a common goal which takes the strictness out of the structure as they are all mentioned as one together working team rather than making distinctions in importance. Also when being asked about what makes a well-functioning employee he pointed out that ‘he has to bring a high social intelligence as for the professional knowledge there are specialists who can be asked. Social competence is an essential factor which nobody can compensate for when leading.’ (Eine hohe soziale Intelligenz sollte er mitbringen weil die Fachliche, da kann man Spezialisten fragen. Soziale Kompetenz kann dir keiner in deinem Team wettmachen als Führungskraft). This also shows the emphasis he lays on working together and the positive dynamic he wants to achieve because he believes it is essential for a successful working climate. When asked about the communication amongst each of the sectors that his business unit contains he again points out that ‘it is often the personal relationship. It is very important to form a team and see if the characters work together.’ (Es ist oft auch die personal relationship. Es ist wahnsinnig wichtig, ein Team zu formen und zu schauen, dass die Charaktere zusammenpassen). All these examples support that

he believes a functioning team is the most important factor to fulfil the common goal of an enhancement within the organisation. This overshadows the firm believe of hierarchy that he has because it seems that he does not believe in hierarchy for his own good and because of the position he has but rather because he believes it is the most efficient management system. As long as it is embedded within a functioning team where all individuals share a respectful understanding of the other.

Dynamic of interaction

This introduces the connection of the second frame to the third frame, as the next one focusses on the dynamic that the manager emphasises on. The third frame depends his existence on the second one. Due to the managers' strong understanding of team belonging and team work as a factor to success the essence of a respectful dynamic amongst all individuals is a required consequence. The first illustration of the third frame can be found regarding the question if it is important which social class his children interact with where, after answering the question he added that 'it is also an advantage as a manager if you are able to relate to a small technician, being aware of the worries he has.' (Das ist als Führungskraft durchaus ein Vorteil, wenn du dich auch in einen kleinen Techniker hineinversetzen kannst, was der für Sorgen hat). This indicates that for him as a manager it is not only important that the organisation succeeds but also that during this procedure every individual is as satisfied as possible. He points out the essence of having some sort of relationship to every hierarchical stage. Also when being asked whether he supports the saying 'trust is good – control is better' he argued that after knowing a person for a while the control level goes towards zero (wenn ich jemanden schon lange kenne dann sinkt der Kontrollgrad gegen Null) which shows the importance of loyalty in his management style. Note here that he didn't focus on a specific hierarchy level or group of people when talking about trust, it seems like he bases his trust on reliability rather than a specific social standing. When being asked directly about the dynamic with his subordinates he stated that it is 'a very loyal, in a way almost friendly climate, although one has to be aware to hold a certain distance in order to evaluate objectively' ((..) ein sehr kollegiales, teilweise auch freundschaftlich wobei das jetzt übertrieben ist, da muss man immer aufpassen, dass man durchaus eine gewisse Distanz währt damit man noch objektiv beurteilen kann) which on the one hand points out the very calm and trusting relationship and on the other also gives another example for the second frame due to the fact that he justifies the lack of friendship by again explaining what is best for the organisation (in order to evaluate objectively) rather than what gives him the most power in the organisation. The following example can be seen as the one that shows the lack of importance for our manager to be the hierarchical figure concerning the interpersonal relationships, meaning that it

shows best how little hierarchical understanding he has in discussions and that he gives as much emphasis on what his subordinates say then what he or his equally ranked colleagues suggest. When elaborating on the structure of his meetings and the extent to which he pays attention to other opinions he said ‘good employees hold against my opinion and I encourage everyone to do so because I believe that a good employee is brave enough to tell his boss that his approach is rubbish’ ((...) und gute Mitarbeiter halten auch dagegen und ich ermutige auch alle weil ich sage ein guter Mitarbeiter traut sich seinem Chef auch zu sagen dass das ein Blödsinn ist). Through his approach of encouraging his workers to contradict him and his opinion he gets rid of the hierarchical dominance he has over his individuals because, in terms of opinion, he doesn't make a distinction hierarchically. The last example regarding this frame follows up on the previous one with explaining the overall expectation he has for his team and again, indicating a lack of hierarchical understanding when it comes to improving the organisation. Concerning the question whether an organisation works best when educating the employees based on the own ideas where he counterargues that ‘you need a team with different strengths, the same value based perception but different strengths and where constantly new people join that introduce new ideas. The own conviction is expected and encouraged (...) even if that means strategically changing direction. (Ein Team mit verschiedenen Stärken, schon denselben Wertvorstellungen aber verschiedenen Stärken und wo auch immer neue Leute dazukommen die neue Ideen und Vorstellungen mit einbringen. Also die eigene Überzeugung mit rein bringen ist schon gewollt. (...) wenn die Leute sagen dass sie strategisch in eine andere Richtung gehen wollen, dann finde ich das in Ordnung).

4.3.2 Discipline as a moral value

As mentioned before, in this interview the clear dominant frame was the existence of a hierarchical ladder compared to the other two investigated frames. This had a consequence that no hierarchical distinction was found in terms of discipline or gender. However, these two approaches were also examined and for the discipline frame two approaches were found.

Importance of discipline

The first one, which was based merely on linguistic frames and explains the approach of the manager that seems to support that discipline has to be present to some extent. When talking about the importance of rules for children for example he agreed to the importance (Das ist schon wichtig). When looking at the question regarding discipline and the ‘strict hand’ he also stated that ‘without discipline it does not work (...) a child should be able to experience childhood and live freely’ (Ganz ohne Disziplin geht es nicht (...) Ein Kind soll Kind sein dürfen und sich ausleben

können). This also confirms that he does not neglect the concept of discipline but he gives little emphasis on it and also makes no distinction in terms of hierarchy based on it. Another example that points out his approach well is the topic concerning punctuality. Being asked whether punctuality is important to be a good member of society (note that punctuality can be seen as an indication of discipline) he again took weight off but still pointed out the importance: 'For being a good member of society is a bit exaggerated but for me, punctuality is indeed important (...)' (Für die Gesellschaft zu dienen ist übertrieben aber für mich ist Pünktlichkeit schon wichtig (...)). Also when being asked if discipline makes a good character he argues that 'to a certain extent yes (...) but there are highly disciplined people that still have a bad character' (Bis zu einem gewissen Grad ja, (...) aber es gibt hochdisziplinierte Menschen, die trotzdem einen schlechten Charakter haben). Investigating the interviews in terms of discipline apart from finding indications of importance of discipline at least to some extent, there was a second frame that can be seen as an alternative understanding he has in terms of discipline.

Alternative moral values

It seems that, rather than basing importance on discipline, he directly refers to other moral values that seem of more essence to him. There were some questions where he directly referred to different behaviour that he bases moral value on. To simplify what these values are, all answers are summarised together to give a more compact overview. The answers to the questions regarding the importance of the individual understanding of moral and whether it is better to educate employees after the own perception showed an indication of how important shared values in an organisation are for him. He answered that 'there are joint values that the Kapsch group is based on (...) there are 7000 employees, which make it more difficult (...) and maybe there is somebody where the emphasis lays on different values and it is your task to sort that out' (Es gibt einen Wertekatalog bei uns weil (...) die Kapschgruppe hat über 7000 Mitarbeiter, natürlich ist es dann schwerer (...) und auch wenn dabei wo die Wertevorstellungen nicht passen und das muss man dann klarmachen) and, referring to the other question 'you need a team with different strengths, the same understanding of values but different strengths' (Ein Team mit verschiedenen Stärken, schon denselben Wertvorstellungen aber verschiedene Stärken). Both those examples give an indication that he bases his team on the same moral perception but, as seen in the following examples, this understanding does not turn around discipline but rather, in his opinion, more important values.

The answers of the manager, without being explicitly asked, gave an alternative meaning to moral values. He repeatedly pointed out the importance of honesty (Ehrlichkeit) and integrity (Integrität) as well as a high social intelligence (hohe soziale Intelligenz), treating people with respect and tol-

erance (Respekt und Toleranz) and to support your opinion (die eigene Meinung vertreten traut). All of these seem to be of much more importance to him when ranking a person based on morality. Apparently for him, relatable to his emphasis on team work, values that concern more about social interaction with people are considered to be a more representable manner of ranking moral value.

4.3.3 Gender based hierarchy

The last investigated frame, gender based hierarchy, was even less present than the discipline regarding frame.

Gender equality

No evidence was found that would suggest a different ranking of individuals in terms of hierarchy based on their gender. On the contrary, the only approach found was the equal approach towards both genders, not distinction between talents or personality traits. The first example that already shows that he does not connect higher hierarchical positions to men is the answer to the question who is the authority figure in his family where he clearly stated that it is his wife, as he is not at home as much (...) (die größere Autoritätsperson ist meine Frau, hängt natürlich auch damit zusammen, dass ich weniger zu Hause bin (...)). This indicates that rather than gender based hierarchy it depends more on the relationship between the people that make a hierarchical difference. Furthermore when being asked if there are tasks which should rather be fulfilled by the woman he also neglected and stated that 'it always depends on whose personality is better suited for each task' (Kommt immer darauf an, wer auch von der Persönlichkeit besser geeignet ist) which again takes away the emphasis on the gender. Also regarding the question who should do what in a family he answered that 'in his case, he takes care of financials but only because he has greater knowledge about the subject than his wife. It could as well be the other way around' (In finanziellen Dingen entschiede ich, aber nur aus dem Grund weil ich mich dort besser auskenne als meine Frau. Das könnte genauso gut umgekehrt sein) which again shows that he does not care about gender based biases, more about personal strengths and weaknesses. He also acknowledged that according to his experience in management, mixed groups of men and women work together much more effective than one-gender groups only. The last example was of great meaning because this manager was the only one so far that did not point out an explicit difference in the nature of men and women. On the contrary, he made no distinction what so ever, giving all the weight on personality rather than gender based qualities. His evaluation was the following: 'We have women in our organisation that are much tougher than men, there are however also women that would fit in the old stereotype of women. (...) Furthermore we have men that are very tough and men that are very soft. I would say

classifying in this case is extremely difficult. (Es gibt Frauen bei uns die viel härter sind als Männer, dann gibt es aber auch Frauen die durchaus sind, was man als die althergebrachte Vorstellung nennen könnte. (...)) Dann gibt's Männer die sehr hart sind und Männer die sehr weich sind. Also ich würde sagen, das zu klassifizieren ist wahnsinnig schwer). He even points out in the end that no clear distinction can be made and it seems like for him, gender does not count as a good measurement for ranking hierarchy.

4.4 Interview analysis 4: Erste Bank London

4.4.1 Hierarchical ladder

The last interview analysis contained interesting approaches to the investigative frames. It is important to mention that this was the only interview performed in English so all quotes are used from the original text without the need to translate it.

Absence of an hierarchical system

The first frame, the understanding of a hierarchical ladder or a similar construct, was not found to be present in the managers language. The primary frame and in this case the only frame that was found linked to the hierarchical ladder was one that neglected the entire concept of position based hierarchy. Throughout the entire interview it appears that the manager shares no thought or organised memory concerning her hierarchical position compared to her subordinates. Being asked to what extent decisions from parents have to be justified to the children she responded that 'It is good to explain why you take a decision (...) but sometimes you just have to take a decision and it has to be executed, be that because of the lack of time or because it is not always necessary to know all the details'. Furthermore, regarding a similar question, focussing on which decisions should be made by both parents and which should be made including the children in the decision making process she again excluded hierarchical advantages and focusses on what is the most efficient and beneficial way for everybody: 'I think whatever decision in general that concerns the children's education, should be made by the parents because the children might not be aware. If it concerns their time, play and holidays of course you should consult.' Even though she theoretically excludes the children from some decisions, she explained that in those cases it is for the welfare of the child rather than excluding them due to their lack of hierarchical power. Also when being asked if she has the last word in her organisation and if she thinks it is important that this is the case whereas she answered that 'no, I mean one has to decide but I think it has to be discussed'. Both of these examples show that she is not determined about having the lasting opinion and, in general, when no discus-

sion takes place it is not based on hierarchical superiority but rather lack of time or unnecessary. It seems like she doesn't place more importance on her own opinion than on the opinion of those that are, strictly spoken, hierarchically ranked lower than her. Another set of examples that supports this assumption is her mindset on treating people. When being asked if children ought to be quiet while grown ups are talking she pointed out that 'it would be polite in general, when someone is talking, for the other one to listen' which again excluded the existence of a difference in behaviour based on the hierarchical standing as she generalised the answer, indicating that no difference is expected in the behaviour of a child and that of a grown-up, ranking them both equally. Also when referring to the different social classes and how important it is in which of those classes the children interact she responded that 'they should attend every single', excluding all hierarchical bias and adding 'it should be based on friendship, character, love and promise, but never money' which took the emphasis from hierarchical power to characteristic values of the individual. Concerning a similar question, with which people it is exceptionally important that children know to behave she again made no hierarchical distinction whatsoever and responded solely that 'one should behave the same towards everybody but if the child sees someone that is maybe less educated, less behaved or with less knowledge it should help the other one to grow'. This not only excludes position based hierarchy but also transmits the believe of the manager that without distinction should be treated equally and, when needed, assisted in their education.

The following examples focus on her behaviour in her managing position regarding the questions of the German saying 'trust is good – control is better' and the dynamic that the coworkers share with the manager. In the matter of the first question the manager elaborated the following: 'I usually trust people but if they betray my trust I become a control freak'. She mentioned that she generally trusts people, again not differentiating based on any hierarchical concept. Also, mentioning the factor of trust already removes herself from the very strict hierarchical understanding which often goes together with a very controlled working environment for the employees. Going to the second question, she bases her management style on communication and a direct approach. She explained 'I am very much about direct approach. If I need something I don't wait until the next morning, and they do the same. (...) We have an open door policy, everyone can come (...)'. Again, when elaborating on her managing position she also took into account the behaviour of her employees (they do the same). No different behaviour is mentioned or required that would distinguish her working style from those of her, on paper, lower ranked colleagues.

4.3.2 Discipline as a moral value

The next framework investigated is the approach of using discipline as the tool for measuring moral value.

Discipline as a moral value indicator

This was the frame that showed the most stored knowledge and understanding, introducing the primary frame that supports that she does use discipline to rank moral value to some extent. Firstly, when being asked about misbehaving children and if that should be tolerated by the parents and to what extent it is the parents job to make sure the children are aware of rules and that they insist to be followed, she put a lot of emphasis on the importance of rules. She pointed out in the first answer that in her opinion ‘non-behaving children is the parents fault’ and that ‘as a parent it is a job to understand the other, hence, the kids’. The answer to the second question was a follow-up where she repeatedly mentioned that ‘as a parent, yes, you are a hundred percent reliable that your kids understand the rules, I think you cannot operate without rules. I believe rules may be changed or adapted to the situation but I think we cannot function without rules (...) the kids need to understand certain things because if there are no rules, you create frustration within the kid (...)’. Laying that much emphasis on rules already gives a primary understanding of her perception of discipline. When asking about raising children with a strict hand, discipline being an important topic, she responded that ‘discipline is important (...)’ which basically summarises her answers of the first two mentioned examples. Also when referring to specific rules in the question, like punctuality where she responded ‘yes, I am very strict with this. I think it also goes into discipline if you are on time and you respect people’ and the topic of setting standards for cleanliness as an organisation which she confirmed with ‘this should be a rule’. Both of these examples give a tangible insight on the most common discussed rules in an organisation and she clearly understood the importance of both, agreeing with its existence and significance.

The next series of examples refers to the questions that asked about the employees and the importance of discipline as a moral value. When being asked whether discipline is what makes a good character she agreed, the same way she agreed when being asked whether nothing in the professional life goes without hard work and therefore self discipline. The answer to the question whether self discipline should be rewarded gave the next indication for her standing on discipline. She responded that it shouldn’t necessarily be rewarded, rather acknowledged because, as she puts it, it is one of the small puzzles in development. She furthermore points out that discipline doesn't mean lack of creativity, it just means that one is organised in obtaining his goal. These examples provide a feeling of how important discipline as a characteristic is for the interviewee and furthermore even links it to moral values (A ‘good character’ implies some sort of value which she agreed can be fulfilled

through discipline). The last question categorised in this series is the direct question of what makes a good employee. The manager here, after referring to some qualities that are not linked to the understanding of discipline, she mentioned ‘the open mind to learn more, not relate it to a job description or a task that you have been assigned to. (...) So you have to be open-minded to learn more, be prepared to work’. All of these attitudes have the same basis: discipline. Whether it being open minded to learn more, be prepared to work or contribute more than what you should are all indications of being self disciplined and persistent. This seems to reveal that in her point of view employees that have a strong understanding of discipline do have an advantage over others lacking that characteristic therefore are somehow ranked higher in terms of moral values. The last example can be seen as a confirmation of the emphasis on discipline but also as the introduction to the second frame that was visible in the language of the manager. When being asked whether a goal is easier achieved with honest interest or with strict self-discipline she argued that you cannot have it without both. This supports that discipline, especially in the working environment is definitely an indication for the moral value of a person but, similar to the question, there are other factors that might be influencing this too.

Alternative moral values

The second frame focussed on other characteristics or attributes that also seem to be of importance apart from the concept of discipline that contribute to moral value. All the other factors focus around one overall expression of emotional intelligence. It seems that this manager bases moral value on two main factors. On the one hand, as discussed before, the concept of discipline, following basic rules and working consequent and hard. The other seems to evolve more around treating other people in an appropriate manner and attributes that derive from it. When being asked if it is the main job of parents to educate the children into being functioning members of society and which factors are critical to achieve this she supported this statement and further mentioned that ‘everybody measures IQ and how intelligent someone can be but I think you should also be aware that emotional and cultural intelligence is very important to be a functioning member (...) if you are not able to adapt to certain people and certain cultures and various habits (...) you are isolated. (...) It is the main task to guide it on this. To understand and not to judge other people’. This statement focuses on emotional intelligence rather than discipline, especially concerning cultural understanding and mutual respect for different habits. It seems that this is also worth a lot when it comes to her perception of what makes a person with high moral values. Also when looking once more at the question ‘what makes a good employee’, remember that she mentioned open minded to learn more and other factors evolving around discipline. Before that however she mentioned the concepts of

trust and loyalty as influencing factors. Both of those attributes again go along with emotional intelligence and are more part of what makes a good person rather than what makes a good employee. In other words, trust and loyalty in general rather influence the dynamic between the manager and her subordinates rather than the outcome at work. Discipline on the other hand, has more to do with the quality and duration of work rather than improving the dynamic and communication. The last example directly addresses the issue of what factors are used to measure the value of a character. The manager answered this question as followed: ‘One should have values. To keep a word, to keep a promise. To have integrity and an open mind. Respect is also a critical factor.’ It seems that the manager has a clear understanding of what characteristics an employee should have, summarising it as emotional intelligence. On the other hand, it appears that it is also of great essence that an employee understands discipline and knows how to follow through. Both approaches seem to play a high role in evaluating moral value in a character.

4.4.3 Gender based hierarchy

The third frame that was observed was the gender concerning hierarchy frame. In this case it was very interesting as the manager was the only woman who was interviewed for this thesis.

Individuality of talent and skills

There was a very dominant frame, overshadowing the other, concerning about the talent and skills based on the individual. There are multiple indications that make it seem like the manager does not base hierarchy on the gender at all, having a strong believe of success through the individual skills. The first indication was found in the answer to the question whether children benefit from focussing the education of girls on chores and cleaning and the boys’ education on crafts, where she clearly neglected stating ‘I cannot vouch for this because I am very technical. (...) I believe in skills and I believe in meritocracy so if a woman is good at repairing an engine she should do it, if she is good at cooking she should do it as well (...) I don’t think that is a concept, I think it is just an old pattern that we are stuck to’. This approach, as mentioned before, does not focus on gender at all, neglecting gender based attributes and focussing solely on the own perception and interest of the individual. This is the same approach as to the question regarding the son starting a career in education and the thoughts that would come to her mind. Here again she based it on her own past saying ‘I was a rebel since I was a kid, whatever they decide. At the end of the day you base your life on your skills (...) I would not have preconceptions for my children to become a teacher, an engineer or a doctor’. Again, immediately when being confronted with a gender-concerning question she neglected a difference in hierarchy based on it completely and as a replacement she introduced the approach of

individual skills again. What can be influencing for her in that perception could be what is mentioned in the answer to the question whether women face the same chances as men. Here she opened the answer with what seems to be a very important factor in this respect 'I never felt different being a woman personally' already in a way neglecting the understanding of that frame because she herself never experienced it. She elaborates further that she believes if one works and has luck, which she mentions is always part, men are not much more chanced. Regarding back to her own experience as a woman she explains that if she wanted something she just did it. Again drawing the direct connection to the individual character by stating 'It depends on your own character, if you go in the battle and you don't fight, of course you lose'.

For this manager it seems that her own experience as a woman in the professional field contributed a lot to her opinion that she introduced. Due to the fact that she never faced gender aligning difficulties or biases it can be assumed that her understanding of gender based hierarchy is lacking, simply because she as a potential victim, was never faced with this issue.

Genetic differences of genders

The other frame that was also present but to a much lower extent, was the frame of existing genetical differences in man and woman which she seems to acknowledge but, in her opinion, cannot be used to generalise the difference of behaviour in men and women. Firstly, when being asked about why her field of profession is a male dominated field she replied that she is in banking which, in her words, is commonly known to be a male dominated field. Also when being asked if she has experienced the different nature of men and women in her professional life she confirmed that 'yes for sure, women are sometimes much more emotional (...) and sometimes men are ruthless in making decisions without looking' which again supports the assumption that she does see some difference in the nature of man and women but, as also the linguistic term of 'sometimes' indicates, this can never be used to make a generalisation about all members of that gender. When asking about tasks in life that should rather be executed by the woman it took her a while to think about it before she answered 'I think in general, women are better in greeting people and all the emotional intelligence like empathy for example. This is, I think, more present in female characters and yes, I think somebody can use that to go in the right direction but not necessarily, not to distinguish this are women, this are men. But we do have certain genetical characteristics'. This answer seems to summarise her view on the topic, noting some differences in general and, if present, it is also efficient to use them as your strengths but, as she mentions, it cannot be used to distinguish in general. It seems that she uses gender based attributions as an indication, agreeing that there is a certain difference and that women are more likely to assign certain attributes but that the individual skill has much more worth

and that under no circumstances, using herself as an example, it can be used as a general measurement of talents.

5.0 Conclusion

As mentioned before, the aim of this thesis was to examine the extent that frames in language can be used as a tool to detect implicit patterns of thought. Looking at the different interview analyses, various different approaches and understanding of the different concepts have been found which make it possible to have a certain indication of the manager's leadership style. To see whether these detections were accurate, a 15 minute talk with one subordinate of each individual was done, finding out more about the manager's behaviour in his position.

5.1 Limitations

Some limitations have to be taken into account before looking at the findings of the study however. Although the questions in the interview were formulated in a way that no indication of bias towards a set of frames showed, it has to be taken into account that the interviewees might have responded what they expected to be the 'right' answer. When conducting a semi-structured qualitative interview there is no real proof that what the interviewee expressed in language actually accorded with their actual belief system. Trying to prevent this issue, a control talk of about 15 minutes was conducted. The difficulties that arise here however are whether the employee was honest when describing the manager's role because hierarchy often gets valued rather than simply analysed, hence, resulting in criticising the management style. A limitation which also has to be taken into account is the fact that each control frame triggers uncountable other frames from various topics which creates a risk when focussing on the most present ones as they could be misinterpreted or wrongly analysed from the context due to lack of an outsider's understanding.

5.2.1 Interview 1: Findings

The first interview, conducted with a manager from a holding group in Vienna, found strong patterns of the existence of a hierarchical ladder. He apparently believes in an autocratic structure in which one person is responsible for the final decisions, is aware of the authority he has over his colleagues and is also able to transmit this understanding to them. Furthermore he seems to know the role he has and his responsibility of having the last word and being able to make a final decision. He seems confident in his position and the tasks that come with it. Being aware of his authority,

Manager 1 seems comfortable to organise the staff and when needed, also to make staffing choices. Hence he seems to not only be aware of the difficult sides of leading a hierarchy but also accepts these challenges and does not let personal emotions interfere with his work. Looking at the factors he bases this standing on, it can be predicted that wisdom and knowledge are a huge indicator for him to rank a person higher on this ladder. It seems that his referring to the age of the children when talking about decision making is an understanding that the more experience and expertise someone has, the more they can be trusted with decisions and tasks. When looking at the dynamic he shares with his employees there is strong indication that he does not differ his behaviour and respect depending on who he is interacting with. There was no sign that would indicate a lack of respect to lower ranked individuals. The dynamic seems to be very communicative and interactive rather than a monologue. This supports the interactive communication and also that he lays equal weight on other peoples' opinions. He is open for suggestions for improvement and supports the approach that every individual has a voice in his organisation. His strong believe of manners shows that respect is the main component of his interaction.

Looking at the next investigative frame, ranking moral value based on discipline, the manager showed a detailed understanding for the importance of general discipline in society. It seems that, when looking at his perception of rules, he strongly believes that this is something that should be present generally in society, that every individual should have, at least to some extent, the understanding of the basic rules. This does seem important for him in the corporate life of course, but it seems that this manager has a strong understanding of discipline in general. When looking at his management position however, it seems that even though the concept of rules exist, he does not seem to base everything on these values. He mentioned that it can happen to be late and that it is not his job to educate his employees in terms of cleanliness or organisation. Looking at self-discipline the same thing occurs. It seems that, for him, self-discipline is rather a self-rewarding requirement than an extraordinary attribute. Predicting his managing style from those indications it can be assumed that, in general, there is a set of rules that align with the rules of society which he believes is a standard behaviour for every individual. This is expected to be followed but, as mentioned before, he seems to be forgiving about extraordinaries (coming late due to traffic jam etc.).

The last frame, gender based hierarchy, gave assumptions that the manager has some understanding of the traditional role split of men and women. Even when neglecting a thought, it still supports that some sort of frame or organised knowledge about this concept is stored within the individual and that, even when not accepting the content, this frame is used to explain the situation and make it easier comprehensible (Wehling, 2016). Also when looking about the difference in men and women

he showed an existence of a frame where men and women differ in nature, having different characteristically talents. According this back to his management position, this would support that he does distinct between men and women and that he uses the gender aligned talents to match a perfect person to the job. Human Resources, for example, could be a department where he would rather put a woman in the position due to her (in his words) ‘emotional intelligence and patients’ in respect to men. However, similar to the first frame, no indication was found that he treats women different than male or that he makes a hierarchical difference between the two.

5.2.2 Control of implicit management patterns

When talking to his employee, who remains anonymous for obvious reasons, he confirmed the prediction to a huge extent. He described the dynamic of the manager towards his employees with the words ‘friendly’ and ‘cooperative’ but also ‘determined’. He supported that the first manager is aware of his authority figure and that he is able to communicate it (‘one knows who is the boss’). He confirmed that the manager is capable of making decisions but that he is very open for improvement, also supporting the assumption that employees are encouraged to be independent and to express their opinion. Without mentioning it beforehand, he directly referred to the managers understanding of respect and that the communication towards every individual is guided by that understanding. Also when referring to his authority figure he immediately mentioned that even though the understanding is present, there is no distinction made in communication.

The perception of discipline again goes with what the control talk presented about his management style. The employee supported that a specific level of discipline is required which can be found in every organisation, nothing extraordinary. He did however mention that self-discipline is considered a very important asset but, from the manager’s perspective, is a precondition for being successful in this sector. The employee mentioned that, in his opinion, although discipline is an important factor, more emphasis is put on the content of the work, rather than the frame setting of which the work is performed in.

The last frame analysis was also confirmed by the employee who stated that the manager is very sensible for finding strengths and weaknesses in an individual, also linking it to gender based talents and that he is aware of appointing them in the right manner. The employee had the impression though, that when it comes to ranking them hierarchically, the manager rather takes performance as an indicator rather than gender. Furthermore he mentioned that, in communication, there is again no difference made that would support a gender bias. The employee said that there has been no inci-

dent where he believed the manager treated a women differently than a man, simply based on the gender.

Overall this gave a basic understanding of the managers approach to hierarchy. He has a clear understanding of his position and believes that some hierarchy is needed to perform in an effective manner. Similar to gender distinction however, no difference is ever made in terms of respect or manners towards another person, excluding the hierarchical standing completely. Also when looking at discipline it seems that it is more of a qualification rather than the main indicator for understanding the moral value of a character. It seems that for the manager the hierarchical pattern is stronger visible when it comes to organising the organisation, making decisions and improving the value rather than hierarchically making a difference in the social interactions and the treatment of subordinates.

5.3.1 Interview 2: Findings

The second interview took place at the ASCR (Aspern Smart City Research), which is a company based in the energy industry. This interview was found to be the longest by far, therefor providing more indications and examples to support assumptions. In general, similar to the first one, evidence for a strong hierarchical understanding was found. He is aware of his position in the organisation and also seems to transform this understanding to the employees in a direct manner. The employee that was consulted for the control talk also confirmed that he is very aware of his authority figure and hierarchical position. In the interview there were a view indications that when it comes to communication, it depends on the circumstances. Compared to the first manager this manager does seem to distinct in the way he talks but not based on the hierarchical position but rather on the performance of the individual. There is plenty of evidence that the manager demands a strong flow of communication and interaction, in a respectful manner but, if there is an issue the manager is also capable to let the employee know about the mistake.

There are plenty of indications where the manager would emphasize on trust and honesty and the importance of working individually and bringing in own thoughts or ideas.

The third frame which was found to be the most important one, was his understanding of team work and togetherness. This seems to be when he ignores his hierarchical superiority and puts most weight on what is good for the organisation and what satisfies everyone. It would seem that it is more important for him that every individual in his organisation is content and that the organisation achieves its goals rather than his own personal satisfaction.

The manager seems to base his style on the hierarchical superiority, when making decisions or give commands, but does not use this as an explanation of treating individuals differently and, furthermore, rather emphasises on working in a team than having a strict hierarchical standing that has to be in order in every aspect of interaction. The second frame, concerning discipline, was very interesting as the manager made a clear distinction between self-discipline and consequence, which is the basis of the first frame found and the confirmation to discipline that is, in his perception, always obeying the rules and, more importantly, following demands of the boss without evaluating the topic, that is, obeying commands without personal input. Concerning the self discipline the interesting factor is that although when being asked directly he seemed to put very much emphasis on self-discipline in an employee but when asking generally about values other things seemed more important. Nevertheless it can be predicted that the concept of self-discipline is something that is of importance for him in his management position because he seems to have a *laissez-faire* management style, which, translating it from French, means 'allow to do' indicating the strong belief of working individually, bringing in personal concepts and being done in time without too much control from the supervisor.

The approach to the second frame showed that although having a general understanding of obeying rules like punctuality or cleanliness, going more into depth seems to be more of a disadvantage for the manager rather than a positive contribution. It seems that he believes it is much more of worth when having employees that think themselves and come up with new tasks rather than him having to assign every task to an individual and transform his opinion to the employee. Also, putting so much emphasis on loyalty and honesty it is a logic consequence that he would prefer having someone tell him an honest opinion or improvement methods than an employee following his commands and maybe missing out on a chance of improvement due to a lack of individual initiative.

The understanding of the third frame started off similar to the first manager, by having an even stronger believe of the traditional gender related attributions. There were a view examples found that introduce the existence of gender based attributes. This approach however does not concern as much with characteristics but, what the manager blames on the stone age, different talents like women being able to keep the big picture in mind and being more aware of consequences while the man, due to him being the hunter back in the day, is able to focus more on specific tasks. Referring to his managing style this would indicate that he would align certain positions based on gender not because of lack of respect towards one but rather because, some jobs are better suited for a certain gender. The second frame is found to be very similar to the first one, focussing on the difference of gender based behaviour rather than characteristics. This approach is interesting however because it

seems that although he has a clear understanding of the difference in behaviour, he views the differences women have to men as an advantage for women. This would mean that there are certain fields of expertise or tasks which he would rather give a women as he believes her differences compared to men are of greater asset. Mentioning this already provides introduction for the third frame, where, similar to his understanding of team collaboration in the 'hierarchical ladder' frame, he points out the importance of unity in his organisation. It seems that, although he has certain understandings (existence of general hierarchy or gender based attributes) the most important factor for him is the togetherness within his team (including himself). Furthermore, through noting that he holds men responsible for the inequality that women still face in the world, he automatically ranks women on the same hierarchical stage as men, otherwise their weaknesses would be held responsible. It seems that although there might be some gender based task distribution but no difference seems to be made in treatment or in communication.

Summarising the managing style concerning hierarchy it could be said that a strong understanding of hierarchy in general is present, that the manager is aware of his position and power and that he is also able to transmit it to his employees to communication and behaviour. This however seems to be the case because he believes this is the best approach for remaining order in the organisation. His primary concern however seems to be the team like atmosphere that he uses as a basis for the dynamic of his employees. This can also be seen when looking at the third frame where he apparently sees a difference in men and women but still puts more emphasis on a positive working environment and unity. Concerning discipline there was no difference in hierarchy noticeable but a weight was put on the importance of self-discipline, not so much in enhancing moral value but rather because for him, this is a useful asset in the corporate life.

5.3.2 Control of implicit management patterns

Again, this goes along with the information gained from the control talk, where the employee said that the hierarchical position is noticeable in the communication but there is no difference in respect or treatment. He confirmed the existence of a pyramid like concept within the organisation and also confirmed which was found in the interview as well, that the individual opinion of the employees is something that the manager lays very much emphasis on. The control talk supported the importance of other peoples' opinion as well as trust, reliability and honesty. All of those attributes were also named by the employee without being confronted with it beforehand.

This was also confirmed by the employee who introduced the importance of team integration and working as a team as the first factor when being asked what is most important for the manager in

his organisation. The employee was asked to rate the importance of self-discipline with respect to discipline in the sense of obeying rules and he also confirmed that self-discipline is a much bigger asset according to our manager. This was also confirmed by the employee who also said that the manager counts and relies on the opinions of his subordinates and that employees that have difficulties with expanding the horizon and trying out new approaches are a No-Go for the manager.

The employee was also asked whether he notices a difference in communication towards men or women which he neglected, saying that he never came across a difference in behaviour. Where he did however contradict with the analysis was that, according to him, the manager does not base task allocation on gender attributions, rather on an individual's characteristic and strengths. He did however confirm that the manager sees a difference in the nature of the person, mentioning however that this difference was never accorded with basing value, as predicted before.

5.4.1 Interview 3: Findings

The third interview was conducted with a manager from Kapsch Group, which is an international organisation for telecommunication. This interview was different from the previous ones because while analysing it there were clear indications that the only dominant frame that he had some sort of understanding for, was the existence of the hierarchical ladder. With this manager however, the whole concept seems to be different. It can be assumed from the examples provided that he believes in the essence of having an authority figure in every organisation when it comes to, what was referred to before, the bureaucratic management. It seems that when it comes to rational decisions or task alignment he is aware of his position and also capable of expressing it. It appears that he is comfortable with his role and that communication is vital for him, not just with his close employees but in general, he believes that everybody should have the room to speak. Also, when elaborating on his behaviour in meetings he himself criticised that he often presents his opinion too fast which might result in somebody being afraid to differ in opinion because 'he is the boss'. This is a very self-reflective approach and indicates that he does not fulfil his job as a hierarchical leader for his own self-esteem but rather because he believes that this is the only way to organise a corporation in an appropriate manner, which can be seen as his second frame concerning that topic. Although in his managing position he seems to be confident when making decisions and splitting work amongst employees he still seems to do this because in his opinion, it is the only approach to a successful business, which is even said by him in the interview. It can be assumed that if there were a management style which excluded hierarchy completely but still managed to organise all the bureaucrat-

ic issues, the manager would at least give this concept a try. It seems that, under no circumstances, he wanted to appear superior as a person towards his employees. He was also the only one who mentioned his wife when being asked about the authority figure in his family. This is interesting because he reasons that this is the case due to his wife spending more time with the children and having a better overview of the situation. This is a very social approach as he believes that hierarchy should be aligned with the dynamic people have to each other and that even when being hierarchically superior, it should still also work out the best possible way for the subordinates, rather than for him. Also when focussing on the dynamic that he shares with his employees it was found that he puts a lot of emphasis on team work and it almost seems that in discussions he excludes his hierarchical position and lays importance on every opinion, also being open to change his own.

As mentioned before, the other two frames were not found to be as visible, especially in respect to hierarchy. In terms of discipline he does seem to believe in the obeying of general rules like being on time or having appropriate manners, not at all basing moral value on the concept however. What is especially interesting is that this manager had only linguistic frames that supported his approve of discipline. Linguistic frames are very important and can give a clear indication, if deeper embedded frames are however not present at all the question rises how deeply the frame is really embedded in the belief system. In his position as a manager there are definitely other values that he counts as more valuable when looking at the moral worth of a person. He mentioned directly the terms of honesty and integrity as well as social intelligence and being able to state the own opinion. The only value that was connected to discipline was respect and manners which however for him is a basis to work successfully in a team. In the interview he also emphasised a lot on the quality of being able to state and support the own opinion, which again supports the lack of discipline in his understanding of his managing position. While stating the opinion, one already neglects to blindly follow the rules and approaches of the boss, simply for staying in order.

The last frame concerning gender was astonishing because without exception, the only frame found was the neglecting of this frame. Through the entire interview there was no indication that the manager views women differently, not in nature or behaviour and even less in terms of hierarchy. Here the importance of him naming his wife as the authority person already introduces his belief that there seems to be no limit on how high a women can go on the hierarchical ladder, excluding the concept of the glass ceiling effect completely.

5.4.2 Control of implicit management patterns

When talking to an employee of this manager she also made very clear from the beginning, without even being asked, that in terms of communication and social interaction there is no hierarchical superiority present. She stated further that he bases his management on exchange in communication before making his decision to make sure that his approach was the most effective one. She also mentioned that he does not differ his behaviour based on the position of his opposite. She did mention however that due to lack of time he often focusses his communication on a need to know basis meaning that he only informs employees which are directly linked to the issue. Also, when looking at his interview there were so many indications for respect towards his employees and the work they are doing, which was also mentioned by the employee who pointed out that he does not follow a distant approach when interacting with his subordinates but rather talks to them in a friendly and respectful manner. Summarising, there is a clear structure of hierarchy in the organisation which he also carries through but it is rather for the sake of the organisation than his own self-actualization and ego enhancement. It even seems that, although he is comfortable in his role, he feels forced to stick to the hierarchical pattern due to the issue of lacking alternatives for a successful management style.

When looking at the second frame the employee also supported his lack of stored knowledge for valuing moral through discipline through listing the, what she believes are the most important values for him, mentioning trust, honesty, authenticity in the way that supports the own opinion, initiative and consequence. All of these attributes but consequence focus on the capability of interaction socially in an appropriate manner which seems to be the basis for this managers style. Consequence, as mentioned, evolves around the concept of self-discipline which the employee also supported, is more important for him than the obeying of rules aspect of discipline. She concluded that, similar to every organisation, he believes that the employees should follow a certain set of rules but, in her words, just the basic understanding, nothing more than a standard perception of how to behave.

Interestingly, concerning the third frame, his employee, a woman, mentioned his equal treatment already when talking about the first frame. When asking her about the dynamic and relationships the manager shares with his employees she immediately responded that he does not distinct between men and women, not in terms of treatment and also not when it comes to aligning certain positions to women. A reason for this could be that he emphasised a lot on the lack of female employees his company has and that he would prefer more women because he believes a mixed team works best. Also when asking the employee more concrete about what he bases role contributions

on she supported the assumption that he rather focusses on the individuals' talents rather than what their gender seems to provide them with.

5.5.1 Interview 4: Findings

The last interview was conducted with the only female manager in this study, who works at the Erste Bank in London. It was very interesting to see how different men and women approach the topic of hierarchy, mostly, of course, relating to the gender frame. It was found that the woman's approach was slightly different which is not the case because of her gender but rather her individual perception and understanding of the matter.

It was very astonishing because, what was the most present frames in the other interviews was found to be neglected by her completely. She had no understanding of a social hierarchy in her department, also concerning the bureaucratic things. When being asked about making decisions she also supported that she does not make decisions on her own, hence also not having the last word as the decisions are made within the team where she does not experience a different treatment. Furthermore always when being asked about the behaviour of children or employees she generalised the situations to everybody, not distinction between lower ranked and higher ranked individuals. Referring to her management style she mentioned that in a bank it is difficult if solely one person operates and that in her belief a healthy group environment can exclude the importance of having a hierarchical leader. This may also depend on the size of the team as the room for conflict is much smaller when the team only contains a little amount of people. Also, it can be assumed that her approach of excluding hierarchy based on position is due to the fact that she lays emphasis on communicating on the same level rather than talking down.

The next frame, however, was found to be the most present in the manager. There was indication that discipline to some extent is used by her to rank moral value. She gave many examples that point out the importance of being self-disciplined, focussing it mostly on the corporate world. She supported the assumption that people that have a high understanding of discipline are of more value to the organisation and mostly share a better understanding of the situation because of the ability to focus and learn more. In her management position it can be predicted that it is essential for her that the individuals in her team are capable of working hard and also longer than expected if necessary. It seems that in the organisational life, people that are seen to work hard and consequent are, at least in terms of corporations value, higher ranked compared to the others. Even when asking if discipline makes a good character she agreed which implies that her understanding of discipline goes

further than that of the organisation even if the organisational discipline is what she puts most emphasis on. The second frame concerning this topic goes away from the concept of discipline and is based on the other values mentioned by the manager, that are used as an indicator for moral value. Here she mentioned the subject of emotional and cultural intelligence. It seems that, in her managing style, she distinct between what makes a good worker in terms of technical expertise and discipline and what makes a good employee, which includes being a good worker but also understanding the surrounding and being able to adapt to situations. She emphasised a lot on attitude and how someone can interact with different cultures for example. This gives the assumption which was stated before that, although discipline clearly is some sort of indicator, it is not the only one she measures moral value with. Also, when referring to emotional intelligence in the corporate world she pointed out that lack of knowledge can be caught up but nowadays, with globalisation happening, if you lack emotional intelligence you live isolated. So in terms of discipline in her management style it seems that the one does not go without the other. For her, what makes up a good employee and also ranks high in terms of moral value is the connection of being a consequent and disciplined worker who knows the ground rules and is able to contribute effectively, but also the capability of working with different ethnicities, of understanding different values and cultures and being able to interact with people in general, being able to categorise them and work with them.

Looking at the last frame, the gender frame, this was the one that was most interesting as she is the only woman so a, in some way, different approach was to be expected. But, similar to the last interview, there was no clear distinction of gender based hierarchy, in neither directions. She pointed out often that she bases her assumption about an individual rather on talent and skills than on gender serving attributes. This being the first frame she introduced the concept of meritocracy which excluded the gender based hierarchy as meritocracy concerns with the performance of the individual rather than basing it on gender groups. Also her employee agreed that, even though she is a woman there would be no advantage for other women in terms of hierarchy or preference, and vice versa. He believes that for her it counts mostly what the individual has to show rather than what he is believed to be due to gender. This would exclude the possibility of assigning positions based on the gender attributes which was also confirmed by the employee. A reason for her equal understanding for men and women is probably her own character. She believes that hard work pays off, referring back to discipline, and that no gender can make that easier for the individual.

The second frame, only present to a certain extent and not in a way that would influence the hierarchical perception was her perception of an existing difference in men and women due to genetics. She mentioned that women could be more emotional unless they are trained, which again gives an

indication of her person because it seems that her management style is not very common for a women because she was trained and focussed on working more like a man. This could be due to her being an engineer which, as she puts it, taught her how to follow through, not using gender as a base for success. Men on the other hand, in her opinion, are in general more ruthless in decision making, which she points out is just a general trait, same with the emotional approach to women, it is not present enough to generalise it to every individual member. Her clear understanding lies within a meritocratic society which excludes the gender based hierarchy.

5.5.2 Control of implicit management patterns

When talking to an employee he confirmed that although she does come up with issues and tasks it is always the teams' job to solve the problem and find the best fit for each task. He did mention that she wants workers that are capable of working individually although she believes that everyone should assist each other in times of need. Also when being asked about the difference in communication due to the hierarchical difference he stated that he never experienced a difference as the communication is very friendly and, as mentioned before, emphasis is put on team work, placing all team members on the same level. This again supports the lack of a hierarchical ladder and the managers understanding of it.

Asking her employee about her perception of discipline, he confirmed that working hard for her is expected and that discipline is a huge indicator for her in measuring what makes a good employee. He mentioned however that discipline for her is a great advantage but also expected to a certain extent. He said that it is hard to imagine that a person lacking self-discipline would fit in their team and therefor be a bad asset for the organisation. It is, to a large extent, a must-have attribute when working for this manager.

Due to the fact that London is a very diverse city, the manager, according to the employee, puts a lot of emphasis on the interaction of the team members, also towards the outside, observing how the employees present the bank to clients or other external sources. He mentioned that for her, presentation is key. A person that knows how to interact with people and read people are more important characteristics for her than having a perfect field knowledge. He also says that, due to their close connection with clients it is important for the manager that a general understanding of different ethnicities, cultures and believe system is present in the employee, even mentioning the term 'emotional intelligence' when describing these assets more in detail. This supports the importance of a good combination of both, emotional intelligence and discipline, although the concept of discipline was clearly visible in the interview.

5.6 Overall findings

After analysing all interviews in respect to the hierarchical understanding of each management style the overall conclusion seems to be that some sort of hierarchy is always present in an organisation, simply because of organisational reasons or strong personal beliefs about specific attributes (discipline). Each manager approaches it differently, although manager 1 and 2 shared some similarities. Factors that contribute to the management style are also external however, it depends on the industry, the team and also the profession itself, when finding the appropriate management style. As all of these managers are successful in what they do and also the employees seemed to enjoy working with and for them, it can be assumed that there is no 'correct' management style and that also the individuals perception and character plays a huge role in forming a management strategy. One thing that all four managers have in common, which probably has a lot to do with the time that we live in, is the emphasis on working together in a team and sharing a healthy work environment. This is something that revolutionised the management styles in a way, that the conditions of employees and the communication within has changed because it is now accepted that people in general tend to enjoy working more when the relationship and dynamics show similarities to the structure and interaction of a family.

Despite the limitations of possible bias and dishonesty the results were very interesting and showed great accordance with the external management description from the employee. Even though the sample was fairly small which makes it difficult to generalise the findings, they are certainly an indicator that language can be a great source for information regarding belief, behaviour and personal understandings. This points out the importance of the study for further research as it can be seen as proof that a lot of information can be gained from the unconscious expressions of an individual. Looking at the corporate world this is also an advantage because different approaches to management can be triggered and, if needed, analysed and discussed with the individual to enhance self-reflection of implicit patterns of thought. Also when linking it to important topics in society like politics this approach makes it possible to detect covered information and stored knowledge of candidates that we might consider voting for. In general, the study introduced a parallel understanding of the depth of a language which can be useful when confronted with commercials, talks or other ways of manipulation in society. Although this might seem like old news, the importance of this thesis was to investigate the information given through frames that a person unintentionally uses to organise their knowledge. Being an abstract concept at the beginning, there was a strong support that this technique indeed is a method for finding behaviour or thoughts through a cognitive process

expressed by language. In this aspect the study can be seen as a success, as most of the detections, even the emphasis on each frame, was covered to a large extent with what the employees had to say.

6.0 BIBLIOGRAPHY

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7.0 Appendix

7.1 Interview Manager 1: Holding Group

1. Was ist für Sie die idealtypische Vorstellung der Familie und deren Rollenverteilung? Beschreiben Sie das Bild das ihnen hierbei in den Kopf kommt.

Eine heile Familie, eine fröhliche Familie. Die Rollenverteilung ist immer anders, so wie es passt.

2. Nicht gehorchende Kinder sollten von den Eltern unter keinen Umständen toleriert werden. Zu welchem Grad stimmen Sie zu?

Das kommt darauf an. Also erstens gehorcht jedes Kind mal nicht, das haben wir ja alle hinter uns und es kann bessere, oder weniger gute Gründe dafür geben. Ich finde, das kann man nicht so verallgemeinern, das ist mir zu pauschal.

3. Glauben Sie, profitieren Kinder mehr davon, wenn sich die Erziehung von Mädchen auf Putzen und Haushalt konzentriert und Buben eher handwerkliche Dinge erlernen ?

Das halte ich für total dummes Zeug. Ich glaube, diese Zeit ist vorbei.

4. Inwiefern sind Sie der Meinung, dass es Ihre Aufgabe ist, dafür zu sorgen, dass Kinder verstehen dass es Regeln gibt und dass es diese gibt, um eingehalten zu werden?

Das finde ich richtig. Das ist unter anderem auch eine der Hauptaufgaben der Eltern.

5. Zu welchem Grad müssen Eltern ihre Entscheidungen vor Kindern rechtfertigen und wie sehr wird es von Kindern erwartet, diese Entscheidungen zu hinterfragen?

Also das ist natürlich auch eine Frage des Alters. Ich würde jetzt nicht jede Entscheidung mit einer Dreijährigen diskutieren wollen, aber mit zunehmendem Alter; natürlich sollen Kinder Entscheidungen auch hinterfragen, klar. Aber wie gesagt, ich würde mich jetzt auch nicht zum Sklaven von kleinen terroristischen Teufeln machen.

6. Wenn Erwachsene reden, haben Kinder die Pflicht, still zu sein. Inwiefern stimmen Sie dieser Aussage zu?

Das kommt ganz darauf an, in welcher Situation man sich befindet. Es gibt Situationen, wo sie auch mal still sein müssen, aber das kann man nicht generell sagen.

7. Manche Menschen sagen ja, dass Kinder mit strenger Hand erzogen werden sollen, Disziplin ist da ja oft ein wichtiges Thema. Wie stehen sie zu dieser Aussage?

Disziplin und 'streng' müssen nicht ident sein. Das können unterschiedliche Themen sein. Gegen Disziplin ist grundsätzlich nichts einzuwenden, und der strenge Willen alleine ist jetzt noch kein Wert. Da müsste man jetzt genauer definieren was streng und was Disziplin ist, das sind für mich zwei verschiedene Dinge.

Zwischenfrage: Also Disziplin ja, strenge Hand nein?

Disziplin hat schon einen Stellenwert. Nicht den alleine glücklich machenden, aber Disziplin, das Thema geht ja so weit. Selbstdisziplin werden Sie auch feststellen, dass das manchmal ganz hilfreich sein kann, wenn man eine Bachelorarbeit schreiben muss. Wenn man am nächsten Tag eine wichtige Prüfung oder einen Termin hat, ist eine gewisse Selbstdisziplin ja auch von Vorteil, wenn man nicht bis um 5 Uhr morgens feiern geht, das hat ja was mit Disziplin zu tun.

8. Wenn Ihr Sohn sich dazu entschließt, eine Ausbildung im Bereich der Pädagogik zu machen, was wären Ihre Gedanken dazu?

Wenn er Spaß daran hat, ich hab aber keinen Sohn. Aber rein theoretisch, wenn das sein Ding ist, ist das sein Ding. Also ich würde bei jeder beruflichen Entscheidung hinterfragen, 'warum willst du das tun und was glaubst du, was die Konsequenzen davon sind', das würde ich schon. Aber das würde ich überall, ob Musiker, Pädagoge, Betriebswirt, Maschinenbau, das würde ich schon versuchen mit ihm zu eruieren, aber unabhängig welcher Beruf das jetzt ist.

9. Was für eine Rolle spielt Autorität in Ihrer Familie? Und wen würden Sie als 'Autoritätsperson' identifizieren?

Das kommt jetzt darauf an, welche Familie sie meinen. In der Familie, in der ich Kind war, oder in der Familie, wo ich Vater bin. In der Familie, wo ich Vater bin, da bin ich sicherlich die Autoritätsperson.

10. Disziplin ist das, was einen guten Charakter ausmacht. Was fällt Ihnen zu dieser Aussage ein?

Das ist natürlich so nicht richtig. Also Disziplin kann ein Teil eines guten Charakters sein. Durchaus. Ist aber nicht die einzige Grundlage.

11. Finden Sie, Selbstdisziplin muss belohnt werden?

Selbstdisziplin belohnt sich, glaube ich, selber. Das kommt natürlich darauf an: wenn man jetzt ein Kleinkind hat, dann kann man einen solchen Effekt durchaus mal intensivieren, kommt aber aufs Alter darauf an. Also wenn Sie jetzt morgen eine Prüfung haben und heute nicht feiern gehen, würde ich Ihnen morgen dafür keine Schultüte schenken.

12. Gibt es Aufgabenbereiche in der Familie, die lieber die Frau übernehmen sollte?

Weiß ich nicht. Ich könnte mir vorstellen, dass für ein Mädchen, im Bereich Aufklärung, ein Gespräch mit der Mutter angenehmer ist als mit dem Vater. Wenn ich jetzt länger darüber nachdenke, würde mir bestimmt das Eine oder Andere einfallen, da mag es durchaus etwas geben. Würde ich grundsätzlich nicht verneinen.

Zwischenfrage: Aber was glauben Sie, weswegen ist das so?

Das ist, glaube ich, aufgrund von unterschiedlichen Talenten.

13. Ist es Ihnen wichtig, in welchen sozialen Schichten Ihr Kind verkehrt?

Auch das kann man nicht pauschal sagen. Sicherlich hätte ich keinen Spaß daran, wenn meine Tochter mit lauter Drogenabhängigen abhängen würde. Da hätte ich dann irgendwann schon ein Problem. Wobei die gibt es halt auch innerhalb von allen sozialen Schichten. Es gibt ja durchaus auch Kinder aus reichen oder wohlhabenden oder sozial höhergestellten Familien, die dem Drogenkonsum jetzt auch nicht ganz abgeneigt sind.

Zwischenfrage: Also ist auch das wieder auf das Individuum bezogen und weniger generell auf verschiedene wirtschaftliche Schichten?

Auch das kann man nicht grundsätzlich sagen, ich meine, wenn man da einen kausalen Zusammenhang herstellen will, natürlich ist es so, wenn man in gewisse soziale Schichten geht, ist das einzige literarische Werk das man findet, die Fernsehzeitung, wo das Programm drin steht. Das hat aber eher was mit Bildung als mit finanziellen Dingen zu tun.

14. In Ihren Augen, welche Entscheidungen sollte lieber ausschließlich der Mann treffen, was für Entscheidungen sollten als Paar beschlossen werden und bei welchen sollen die Kinder mit einbezogen werden (und wie wichtig ist Ihnen ihre Meinung)?

Es gibt sicherlich Entscheidungen, bei denen ich Kinder nicht miteinbeziehen würde, zum einen, weil sie die Tragweite der Entscheidung nicht kennen und zum anderen ist es auch wieder altersabhängig. Sagen wir mal so, um es an einem Beispiel fest zu machen. Mein Schwager hat jetzt mit seiner Frau beschlossen, beruflich für 2-3 Jahre in die USA zu gehen. Die haben jetzt ein 6 und ein 8 jähriges Kind. Das haben sie dann auch, nachdem sie die Entscheidung gefällt haben, mit den Kindern besprochen, aber natürlich haben sie die Kinder in die Entscheidung nicht mit eingebunden. Also das Paar als solches, das Ehepaar hat sich zusammen überlegt, ob sie das wollen und wie sie das gestalten wollen, aber das würde ich jetzt nicht von einer 6 Jährigen abhängig machen wollen.

15. Erreicht man sein Ziel leichter durch ehrliches Interesse oder durch strikte Selbstdisziplin?

Da glaube ich auf jeden Fall durch Interesse.

16. Ist Pünktlichkeit für Sie wichtig, um als gutes Mitglied der Gesellschaft zu dienen?

Pünktlichkeit ist die Höflichkeit der Könige. Ich finde Pünktlichkeit ist ein Respekt anderen gegenüber. Also das wird die Gesellschaft nicht retten und man kann auch mal unpünktlich sein und im Stau stehen, aber im Prinzip ist Pünktlichkeit eine Höflichkeit, ja.

17. Bei welchen Leuten ist es Ihnen besonders wichtig, dass ihre Kinder sich zu benehmen wissen?

Es gibt den schönen Spruch: Benimm dich zu Hause wie beim König und beim König wie zu Hause. Es ist nicht so, wenn wir zu Hochstrassers gehen, benehmen wir uns ordentlich und wenn wir irgendwo anders sind, dann lassen wir die Sau raus. Also ich weiß nicht, ich denke mir, ein gutes Benehmen oder gute Manieren, das Wort finde ich viel schöner, das ist eine Grundhaltung. Manieren ist auch das italienische Wort für Stil, glaube ich, das hat eher damit was zu tun.

18. Ist es die Grundaufgabe von Eltern, ihre Kinder als einen funktionierenden Teil der Gesellschaft zu erziehen? Welche Faktoren sind für Sie dafür verantwortlich, ob das als geschafft angesehen werden kann oder nicht?

Was ist denn ein funktionierender Teil der Gesellschaft, das muss näher definiert werden. Wenn ich jetzt auf einer Alm sitze und dort Einsiedler werde und Milch oder Käse herstelle, bin ich dann ein funktionierender Teil der Gesellschaft, oder nicht? Ich verstehe die Frage so nicht.

Zwischenfrage: Naja, was ist das für Sie? Welche Faktoren sind da für Sie ausschlaggebend?

Das kann ich Ihnen leider nicht beantworten.

19. Ist es in Ihren Augen schwerer für ein Mädchen, ihren Weg zu gehen oder haben Männer und Frauen die gleichen Chancen?

Haben sie noch nicht. Das ändert sich dramatisch, also das war vor 50 Jahren sicherlich noch ganz anders, es ändert sich gerade, aber gewaltig. Noch ist es aber nicht gleich, das glaube ich schon.

20. Zu welchem Grad stimmen Sie der Aussage 'Vertrauen ist gut- Kontrolle ist besser' zu?

Sie meinen, ob ich ein Altkommunist bin? Der Spruch kommt von Lenin. Das kommt aber darauf an. In manchen Situationen mag das so sein, im Allgemeinen bin ich aber eher ein Anhänger des Spruches 'Vertrauen führt.'

Zwischenfrage: Auch auf Ihr Berufsleben bezogen?

Ja, im Berufsleben definitiv.

21. Wenn Sie an Ihre direkten, unmittelbaren Mitarbeiter denken, beschreiben sie die Dynamik zwischen ihnen. (Definieren Sie, von wem Sie sprechen)

Kollegen, Aufsichtsrat, Sekretärin, Staff (Mitarbeiter in diesem Haus)

Zwischenfrage: Und wie läuft da die Kommunikation ab?

Ganz unterschiedlich, formelle Sitzungen, informelle Sitzungen, Meetings oder per Telefon, Email, die ganze Variation. Grundsätzlich herrscht aber ein reger Austausch.

22. Ist für Sie ausschließlich das Ergebnis entscheidend, oder wollen sie auch über den Weg dahin informiert sein?

Sowohl als auch.

23. Beschreiben sie kurz den Ablauf eines Meetings und Ihre Rolle dabei?

Das kommt auf das Meeting darauf an, ob ich derjenige bin, der das Meeting organisiert hat und das Meeting leitet, oder ob Sie nur Beteiligter sind, das kann man so nicht sagen.

24. Wie wichtig ist Ihnen Kommunikation und wie setzen Sie diese in ihrer Position um?

Kommunikation ist sehr wichtig. Dialog mehr als einseitig.

25. Was macht für Sie einen gut funktionierenden Mitarbeiter aus?

Also erstens muss er oder sie etwas können. Zweitens muss er auch kritikfähig sein, nicht nur in dem Sinne dass er Kritik verträgt, sondern dass er auch fähig ist, Kritik zu üben. Also Kritikfähigkeit in alle möglichen Richtungen. Umgangsform, also Manieren, Sensibilität gegenüber Menschen, wissen wie man mit Menschen umgeht, Eigeninitiative, das sind glaub ich so die groben Punkte.

Ist ihr Wirtschaftssektor ein männerdominiertes Feld? Ja. -> Was ist der Grund, glauben Sie?

Ich glaube, wegen der früher gewachsenen Rollenverteilung. Wie gesagt, aber das ändert sich. Es gibt ja jetzt die Quotenregelung für Aufsichtsräte, also da muss sich ja was ändern. Traurig genug, dass es einer solchen Regelung bedarf, aber das hat auch etwas mit Erziehung zu tun, also wie ich vor 20 oder 30 Jahren im Studium war, wenn Sie da nach Aachen gefahren sind, an die technische Hochschule, wenn Sie da in den Audimax gekommen sind, da waren von über tausend Studenten fünf weibliche dabei, da sind schon alle in Euphorie ausgebrochen. Das muss man einfach so sehen, das hat natürlich auch einfach mit Erziehung zu tun. Das ist ja heute noch so, wenn man einen Bub kriegt wird das Zimmer hellblau angestrichen und wenn es ein Mädels wird, wird das Zimmer rosarot. Da gibt es ja keinen logischen oder rationalen Grund dafür, es wurde ja nie ein Gen entdeckt, das bei Männern blau und bei Frauen rosa ist. Und wenn man klein ist, kriegt man als Mädchen die Barbie geschenkt, als Junge aber nicht den Ken von der Barbie, sondern ein Spielzeugauto. Das ist ja eine Vorkonditionierung für die Rollenverteilung später.

26. Beschreiben Sie kurz wie Ihr Unternehmen aufgebaut ist, in welche Sektoren es aufgeteilt wird und mit welchen Sektoren Sie in welchem Verhältnis stehen?

Wie in einer der vorigen Fragen bereits kurz erklärt, ich würde sagen Vorstand, Assistenz und 'Staff', also die Mitarbeiter.

27. Haben sie in Ihrem Unternehmensbereich das letzte Wort? Glauben Sie, ist es wichtig, dass das so ist?

Ja, es muss einen geben der das letzte Wort hat, einer muss die endgültigen Entscheidungen treffen.

28. Sind Sie der Meinung, dass im Berufsleben nichts ohne harte Arbeit und in Folge dessen ohne Selbstdisziplin geht?

Nein, ich glaube so verallgemeinern kann man das nicht. Wenn man zB Musiker anschaut, das ist glaube ich mehr eine Herzensangelegenheit, bei der die Selbstdisziplin nicht so eine große Rolle spielt. Grundsätzlich kann es aber schon ein Vorteil sein wenn man Selbstdisziplin besitzt, es geht dadurch vermutlich leichter.

29. Welche Qualitäten schätzen Sie an Ihren Mitarbeitern und welche Eigenschaften wären für Sie unvertretbar?

Die Qualitäten, die einen guten Mitarbeiter ausmachen habe ich eh schon beantwortet. Was aber nicht geht, ist Ignoranz und Kritikunfähigkeit (wieder in beide Richtungen).

30. Sind Männer und Frauen Ihrer Meinung nach verschiedener Natur und merken sie das in Ihrem Alltag bei Ihren Mitarbeitern?

Ja, das hoffe ich doch, dass sie verschiedener Natur sind. ;) Nein, ich glaube schon, dass es auch im Verhalten Unterschiede gibt. Ich glaube, Männer sind viel aggressiver aber auch risikofreudiger, was in den höheren Positionen und beim Entscheidung treffen einen Vorteil bringen kann, Frauen sind jedoch viel stabiler und ausgeglichener.

31. Welche Situationen haben Sie in Ihrer Position erlebt, die den Unterschied in der Natur zwischen Frau und Mann sichtbar machen?

Würde mir auf die Schnelle jetzt kein Beispiel einfallen.

32. Vertrauen Sie darauf, dass die individuelle Moral jedes Mitarbeiters ausreicht, um einen positiven Beitrag in dem Unternehmen zu leisten, oder gibt es gewisse Werte, die unternehmensintern vertreten werden müssen?

Ich glaube grundsätzlich schon, dass individuelle Moral genug ist, aber ein Unternehmen hat ja immer eine gewisse 'Story', eine 'Message', und wenn das Individuum nicht zu dem Unternehmen bzw. dieser 'Story' passt, dann kristallisiert sich das früher oder später heraus.

33. Mit welchen Bereichen haben Sie den innigsten Kontakt und wie sieht dieser aus?

Den meisten Kontakt habe ich mit dem Vorstand, jedoch auch nicht täglich.

34. Was sehen Sie als ihre Aufgabe in diesem Unternehmen?

Als meinen Job sehe ich das Aufsehen und Beraten jedoch wenn Personenentscheidungen getroffen werden ist das meistens auch mein Bereich.

35. In den USA ist es ja schon üblich, dass Bewerbungsschreiben den Unternehmen ohne Namen und Foto übermittelt werden. Was halten sie davon und welche sozialen Gruppen profitieren davon?

Davon halte ich nichts, weil ich will die Person, die ich vielleicht anstelle, doch vor mir haben. Ich glaube aber, dass Frauen dabei schon in manchen Bereichen einen Vorteil haben. Sekretär ist zum Beispiel so ein Beruf. Früher waren Assistenten oder Sekretäre ja eher männlich, mittlerweile wird das eher als Frauenberuf empfunden.

36. Manche Menschen sind der Meinung, dass ein Unternehmen am besten funktioniert, wenn man die Mitarbeiter nach den eigenen Vorstellungen erzieht. Finden Sie solche Maßnahmen notwendig und in welchen Bereichen wäre das für Sie eine Option?

Nein, meine Kinder, die ich erziehen muss, hab ich zu Hause das brauch ich in der Arbeit nicht.

37. Sind Sie der Überzeugung, dass Ordnung und Sauberkeit auf den individuellen Arbeitsplätzen selbst zu entscheiden ist, oder gibt es Normen der Gesellschaft, an die sich jeder Mitarbeiter halten sollte?

Sauberkeit ist ein 'Muss'. Essensreste, etc. sind ein No-Go. Bei der Ordnung glaube ich jedoch, dass es jedem selbst überlassen ist. Ich sehe es nicht als meine Aufgabe, den Angestellten zu sagen, wie ein Schreibtisch ordentlich gehalten wird.

38. Anhand von welchen Faktoren messen Sie Wertigkeit eines Menschen/ Charakters?

Ich glaube, zusammenfassend, anhand von Integrativität und Authentizität.

39. Wenn Sie an Ihre Führungsposition in Ihrem Unternehmen denken, was für ein Bild kommt Ihnen da in den Kopf?

Es ist schon das Bild einer Pyramide, aber anders als früher. Durch die Digitalisierung kommen Leute aus verschiedenen Bereichen für eine Aufgabe zusammen, formen eine hierarchische Dynamik und lösen sich danach wieder auf. Die eindeutige Pyramidenführung wie damals ist heute, glaube ich, nichtmehr möglich.

7.2 Interview Manager 2: ASCR (Aspern Smart City Research)

40. Was ist für Sie die idealtypische Vorstellung der Familie und deren Rollenverteilung? Beschreiben Sie das Bild das Ihnen hierbei in den Kopf kommt.

Die Frau gehört hinter den Herd, das ist einmal das Erste. Nein, Spaß beiseite. Ich glaube, das ist schwierig, das kommt auf viele Rahmenbedingungen an. Ich glaube, idealtypisch ist es dann, wenn es zu den Menschen passt, die in einer Familie sind. Das kann man nicht generell sagen, bei den einen ist es so, also die zwei Menschen, die eine Beziehung führen, die Ausgangslage sind Mann und Frau, wenn die Frau da zu Hause bleiben will und es passt zusammen und ist ok für den Mann und es lässt sich wirtschaftlich darstellen, dann ist das gut für die Kinder und in einem anderen Fall geht es vielleicht nicht, da müssen beide arbeiten gehen, dann macht das vielleicht auch Sinn. Idealtypisch ist, wenn Raum zwischen allen Familienmitgliedern besteht, so zu leben, wie es allen am meisten Spaß macht. Das ist das Beste, und das ist halt mal so, mal so.

41. Nicht gehorchende Kinder sollten von den Eltern unter keinen Umständen toleriert werden. Zu welchem Grad stimmen Sie zu?

Da fragt mich die Richtige. ;) Nein, also Toleranz ist eine der wichtigsten Prinzipien, ausgehend davon, was ich vorhin gesagt habe. Wenn man dann merkt, aus der Erfahrung heraus, dass das Kind irgendwelche Schäden davontragen könnte, dann muss man einschreiten, das darf man dann nicht mehr tolerieren.

42. Glauben Sie, profitieren Kinder mehr davon, wenn sich die Erziehung von Mädchen auf Putzen und Haushalt konzentriert und Buben eher handwerkliche Dinge erlernen ?

Puh, was sind das für Fragen. Also ich halte nichts davon so wie es teilweise war, also wir haben ja nur 'Werken' gehabt und die Mädchen 'Handarbeiten'. Einen vollen Blödsinn hab ich aber gefunden, was nach meiner Zeit gekommen ist, so in der Mittelstufe, wo die Burschen handarbeiten gelernt haben, einigen hat das gefallen, ca 10%, die haben das gemacht, weil ihnen das Spaß gemacht hat, der Rest weil sie mussten. Also war das für mich ein Indiz, das ist ein Blödsinn. Das macht schon Sinn, wenn Männer sich mehr handwerklich beschäftigen und Frauen sich mehr Zuhause, aber es ist auch kein strammes Konzept.

Zwischenfrage: Ok, also wenn ein Kind sich doch dem jeweils anderem annähert..?

Ist es auch völlig ok, ich glaube, das ist auch notwendig, aber dass man jetzt die traditionelle Aufgabenverteilung vollkommen auflöst, zwanghaft auflöst, das halte ich für einen Blödsinn. Aber man muss schon schauen, dass man das Andere wiederum mit Toleranz beobachtet und ausprobiert, herausfindet ob einem das gefällt, und es dann auch macht.

43. Inwiefern sind Sie der Meinung, dass es Ihre Aufgabe ist, dafür zu sorgen, dass Kinder verstehen, dass es Regeln gibt und dass es diese gibt, um eingehalten zu werden?

Ich habe keine Kinder. Da könnte ich jetzt 'ja' sagen, ich glaube aber mindestens genauso wichtig ist es, dass die Kinder lernen, Regeln zu hinterfragen und vielleicht neue aufzustellen. Die

Kunst ist aber, genau das beizubringen, ohne dass sie in die Revolution gehen, sondern, dass sie das sukzessive ausprobieren, wie komme ich dorthin. Wie kann ich erfahren, ob eine neue Regel besser ist, ohne dass ich dem Elternteil eine vor den Latz knalle aus der Sicht des Kindes. Das ist, glaube ich, die Kunst. Regeln hinterfragen ist super, manchmal muss man Regeln akzeptieren um sie zu kennen, dann kann ich sie auch hinterfragen und kann einen neuen Vorschlag machen, das wäre für mich der richtige Weg. Das geht auch nicht immer zu 100%. Manchmal muss man halt auch 'auf den Tisch hauen'. Aber es kommt ja nachher hoffentlich etwas Gutes raus.

44. Zu welchem Grad müssen Eltern ihre Entscheidungen vor Kindern rechtfertigen und wie sehr wird es von Kindern erwartet, diese Entscheidungen zu hinterfragen?

Naja, angenehm für die Eltern, wenn es nichts zu rechtfertigen gibt.

Zwischenfrage: Aber ist das auch gut so?

Nein, das Risiko ist, dass man nie erfährt, wenn man etwas falsch gemacht hat und die Gradwanderungen für mich persönlich unterscheidet sich in einem Kriterium. Ist es jetzt wirklich wichtig? Aus zeitlichen Gründen, aus Gründen, dass ich sage, da diskutier ich nicht mehr, weil es entweder fürs Kind gefährlich ist, oder für die Familie, dann ist das Thema beendet und wird auch nicht mehr hinterfragt. Ich glaube, das muss man sich als Erwachsener erarbeiten können und der Rest, da muss man sich Zeit nehmen, das zu diskutieren. Aber das Kind muss relativ rasch lernen, es gibt einen Bereich da heißt 'sitz' oder 'platz' und da gibt es dann auch nichts mehr zu Diskutieren. Weil es wichtig ist im Moment. Rückblickend kann man auch diese Entscheidung dann hinterfragen. Aber so habe ich es von meinem Vater gelernt, wenn es bei gewissen Dingen geheißt hat 'nein', dann habe ich gewusst, das kann ich jetzt auch nicht diskutieren, habe aber gewusst, dass ich es später irgendwann hinterfragen kann, warum die Entscheidung so war.

45. Wenn Erwachsene reden, haben Kinder die Pflicht, still zu sein. Inwiefern stimmen Sie dieser Aussage zu?

Also ich kann wieder nur intuitiv darauf eingehen, weil ich ja keine Kinder habe. Ich habe oft erlebt, mit meiner Exfrau, wenn wir irgendwo waren, wenn die Kinder die ganze Zeit reingequängelt haben, das war ein Blödsinn. Wenn sie lustige Meldungen gemacht haben, war das ok. Manchmal, wenn man was zu besprechen hatte, wenn man etwas geplant hat, war es manchmal ganz nett, wenn niemand reingeredet hat. Den optimalen Zustand gibt es da nicht. Hineinquängeln geht nicht, dabeisitzen, nachfragen und lustige Meldungen schieben ist immer drin. So ernst ist das Leben nicht.

46. Manche Menschen sagen ja, dass Kinder mit strenger Hand erzogen werden sollen, Disziplin ist da ja oft ein wichtiges Thema. Wie stehen Sie zu dieser Aussage?

Disziplin hat mit strenger Hand nichts zu tun. Disziplin heißt, wie geht man fair miteinander um. Das hat mit strenger Hand nichts zu tun, das sind so kleine Regeln, wenn es wichtig ist, weil Risiko fürs Kind oder für die Familie besteht, dann ist das die Disziplin, die das Kind und man selbst haben muss, zu sagen, so ist es jetzt. Das ist Disziplin. Von strenger Hand halte ich sowieso nichts, also die 'gesunde Watschen', von der halte ich nichts, da ist vorher der Diskussionsprozess notwendig, der Lernprozess mit den Kindern und das ist die Disziplin, die man braucht, dass man gemeinsam permanent dran arbeitet, wie geht man miteinander um.

47. Wenn Ihr Sohn sich dazu entschließt, eine Ausbildung im Bereich der Pädagogik zu machen, was wären ihre Gedanken dazu?

Jössas. Was hab ich falsch gemacht? Nein. Dann würde mich zuerst interessieren warum? Das würde ich hinterfragen und würde mir meine Meinung bilden, ob ich glaube dass das fürs Kind gut ist. Wenn ich nicht glaube, dass das fürs Kind gut ist, dann würde ich es nicht sagen, zumindest eine gewisse Zeit. Ich würde das beobachten und wenn nach einiger Zeit nichts rauskommt, dann würde ich mich einschalten. Wieso geht nichts weiter, was fehlt dir? Dann würde man wahrscheinlich ohnehin erkennen, dass man manchmal keine Antwort bekommt. Dann würde ich einmal bei mir nachschauen, was könnte der Grund sein der von mir ausgeht, oder gibt es andere Gründe?

48. Was für eine Rolle spielt Autorität in ihrer Familie? Und wen würden Sie als 'Autoritätsperson' identifizieren?

Naja, Autorität war bei mir ganz lustig. Immer wenn ich etwas angestellt habe, oder wenn etwas passiert ist, hab ich meinen Vater angerufen, weil meine Mama ist immer 'ausgezuckt' und mein Papa war da entspannter. Im Prinzip war er für mich die Autoritätsperson.

49. Disziplin ist das, was einen guten Charakter ausmacht. Was fällt ihnen zu dieser Aussage ein?

Ja, würde ich zustimmen. Es hat viele Facetten, aber es stimmt. Konsequenz kann man auch sagen. Disziplin und Konsequenz.

50. Finden Sie, Selbstdisziplin muss belohnt werden?

Naja, wenn man selbstdiszipliniert ist, belohnt man sich ja natürlich gern. Nein, Belohnung von dem halte ich nichts. Das ist, wie wenn man einem Esel vorne eine Karotte hinhält. Einmal belohnen und er rennt immer der Belohnung hinterher. Anerkennung ja, wenn ich merke, auch bei den Mitarbeitern, wenn ich merke, dass sie etwas gut gemacht haben, dann erwähne ich es schon immer und sage nicht 'Boah, das hast du gut gemacht, ein Wahnsinn!' sondern eher 'Das hast du gut gemacht, weil damit haben wir folgende Ziele erreicht...', ist super, weil wenn der Mitarbeiter da ge-

scheit ist, kann er darauf sagen 'Na und was krieg ich jetzt dafür?' und wenn ich dann sage 'Nichts', kann er sagen 'Naja aber ich bring ja generell gute Sachen', dann kann er mir den Vorschlag einer leistungsabhängigen Bezahlung machen, eine Prämie für das nächste Mal, dann weiß ich, der denkt mit. Also Anerkennung ist besser als Lob, weil, wenn man nur lobt kommt der andere ja nie auf die Idee mir so etwas vorzuschlagen und weiter zu denken. Dann kommen wir zurück zum Regelbrechen weil, angenommen das Konzept der leistungsabhängigen Bezahlung gibt es in einem Unternehmen nicht, und ich lob ihn immer nur, dann hinterfragt er ja nicht, 'wie komm ich zu 'Kohle'?' Und das ist für mich der Unterschied zwischen Anerkennung und Belohnung. Anerkennung bei Selbstdisziplin ist super, weil dann kommt mehr. Da entwickelt sich dann der Mensch weiter, ich entwickle mich weiter und das gesamte System. Und das macht für mich Sinn.

51. Gibt es Aufgabenbereiche in der Familie, die lieber die Frau übernehmen sollte?

Hängt von den Personen ab.

52. Ist es ihnen wichtig, in welchen sozialen Schichten Ihr Kind verkehrt?

Ja. Meine Mutter hat immer gesagt 'Misch dich nicht unter'd Sau'. Es kommt drauf an, es gibt schon so eine Grundregelung. Ich komme aus Verhältnissen, wo es im Umfeld jetzt nicht so super war, wo mittlerweile einige Leute im Gefängnis sitzen. Über die Jahre hinweg, der Eine hat begonnen Mopeds zu stehlen, der Andere ist Drogendealer geworden, der Dritte hat jemanden umgebracht und, da muss man dann schon schauen, mit wem man sich abgibt. Als Elternteil hat man dann auch die Wahl abzuschätzen 'wen bringt er mir jetzt da daher', sich darüber schlau zu machen, mit wem das Kind verkehrt.

Zwischenfrage: Aber das hat doch dann eigentlich mit dem individuellen Personen zu tun als mit den Schichten, oder?

Genau, aber dann, wenn das irgendwann sehr viele sind, dann lebe ich ja irgendwie selber drin, dann würde ich sagen 'orientiere dich woanders'. Es führt ja auch dazu, dass Bildung extrem wichtig ist, dass man da das Geld investieren sollte.

Zwischenfrage: Ok, das heißt, es ist aber grundsätzlich kein Ausschlusskriterium, in welcher Schicht man lebt?

Nein, weil dann wär ich ja das falsche Beispiel. Das nicht, aber es ist eine Tendenz, niedrige soziale Schicht, da ist es schwer rauszukommen, das ist ja das Problem. Und jemand anderer der von 'oben' darauf schaut, der sieht das wahrscheinlich ganz anders, der wird sagen 'Ja runter mit dir Sohn, unterhalte dich mit den anderen Leuten auch', aber das Prinzip wäre das Gleiche, er würde auch schauen, dass das nicht überhand gewinnt. Grundsätzlich würde ich aber sagen: Eher raus, wenn man es von meinem Blickwinkel sieht.

53. In Ihren Augen, welche Entscheidungen sollte lieber ausschließlich der Mann treffen, was für Entscheidungen sollten als Paar beschlossen werden und bei welchen sollen die Kinder mit einbezogen werden (und wie wichtig ist Ihnen Ihre Meinung)?

Also Punkt 1, die Eltern müssen sich einig sein. Wer das dann kommuniziert, das müssen sie sich ausmachen, aber sie müssen sich einig sein. Und die Kinder sind ja da dann relativ geschickt, die wissen ja genau, wo sie dann hingehen müssen und können das ganz gut einstufen, auf der Zeitschiene, haben die Eltern schon miteinander gesprochen oder nicht. Das ist das Prinzip. Mir hat mein Vater einmal gesagt, wie ich die Message und den Hintergrund vertragen hab, 'weiß eh, zuerst kommt die Mama und dann kommst du.' Und wie ich dann gefragt habe 'wieso' hat er gemeint, 'weil wir sonst gemeinsam nicht das Beste für dich wollen hätten können, weil uns das nicht bewusst geworden wäre, wenn wir nicht darüber geredet hätten.' Also die Grundsatzlinien muss man, gerade wenn Kinder noch jung sind, miteinander kommunizieren und sich einig sein. Wer es dann nach außen kommuniziert sollen sie sich ausmachen. Wenn die Kinder schon älter sind, so ab 10 oder 12 glaube ich schon, dass Kinder in die Entscheidung miteinbezogen werden sollen, aber keine Ahnung wie das funktioniert, ich habe ja keine Kinder. Aber die Einigkeit der Eltern ist das Wichtigste.

54. Erreicht man sein Ziel leichter durch ehrliches Interesse oder durch strikte Selbstdisziplin?

Ehrliches Interesse.

55. Ist Pünktlichkeit für Sie wichtig, um als gutes Mitglied der Gesellschaft zu dienen?

Ja, weil Zeitdiebstahl ist das Schlimmste. Jemandem etwas wegnehmen ist sowieso das Schlimmste, aber wenn man jemandem Zeit stiehlt, ist das noch blöder, weil das merkt sich jeder. Es gibt nur keiner zu. Pünktlichkeit ist total wichtig.

56. Bei welchen Leuten ist es Ihnen besonders wichtig, dass Ihre Kinder sich zu benehmen wissen?

Überall.

57. Ist es die Grundaufgabe von Eltern, ihre Kinder als ein funktionierendes Teil der Gesellschaft zu erziehen? Welche Faktoren sind für Sie dafür verantwortlich, ob das als geschafft angesehen werden kann, oder nicht?

Nein, ich glaube nicht, dass es eine Aufgabe ist, weil eine Gesellschaft hat auch immer Teile, die, nach der Meinung von irgendwelchen Gruppen, nicht funktionieren. Für einen Anderen funktioniert es dann wieder. Es soll ihnen einfach bewusst sein, dass sie hier sind in der Gesellschaft, ein paar Grundregeln beachten (niemandem etwas wegnehmen, ganz einfache Dinge), einfach die Werte vermitteln. In meinen Augen sollte die Frage eher so beantwortet werden: Sie sollen einfach darauf ausgerichtet werden, wie man sich in einer Gesellschaft verhält, Grundregeln.

Zwischenfrage: Und was wären solche Grundregeln zum Beispiel?

Naja, Grundregeln sind ganz einfach, nicht die zehn Gebote, die sind eh klar, die sagt einem eh der Hausverstand. Zum Beispiel, dass man sich nicht von der Meinung anderer abhängig macht. Weil in der Frage ist das nämlich anders drin, da ist ein Unwerturteil drin, wenn er nicht stiehlt etc., er muss nicht unbedingt etwas beitragen zur Gesellschaft, er ist da und das reicht meines Erachtens. Und wenn mehr heraus kommt, dann super, dann kann man sich nur freuen.

58. Ist es in Ihren Augen schwerer für ein Mädchen, ihren Weg zu gehen oder haben Männer und Frauen die gleichen Chancen?

Nein, noch immer nicht. Da bin ich ein bisschen altmodisch, also von Feministinnen halte ich jetzt nicht so viel, das finde ich nicht so gut, aber es ist nach wie vor so dass die Welt männerdominiert ist und zu wenige Frauen was zum Sagen haben. Ich glaube schon, dass sie es nach wie vor schwerer haben. Also von meiner Exfrau, die karrieretechnisch gut unterwegs ist, die hat es sicher nicht einfach gehabt. Das Problem ist, wenn sie es einmal irgendwo geschafft haben, dann sind sie wie Männer und dann ist der Vorteil verloren gegangen. Das ist das Problem, die Männer unterstützen die Frauen zu wenig auf dem Weg dorthin und wenn sie angekommen sind. Also, was ich damit sagen will, man darf nicht aufhören darüber nachzudenken, ob sie es schwerer haben, auf dem Weg irgendwo hin, man muss aber auch hinterfragen, was ist nachher. Da muss man auch das Zusammenleben entwickeln, das fängt bei dem Familienbild an und hört im Berufsbild auf.

59. Zu welchem Grad stimmen Sie der Aussage 'Vertrauen ist gut- Kontrolle ist besser' überein?

Vertrauen ist das Wichtigste und Kontrolle gehört dazu, so würde ich es eher formulieren.

60. Wenn Sie an ihre direkten, unmittelbaren Mitarbeiter denken, beschreiben sie die Dynamik zwischen ihnen. (Definieren Sie von wem Sie sprechen)

Der eine ist der Forschungschef, volle freie Hand und er weiß genau, wenn es ein Problem gibt, dann kommt er auf mich zu und erwartet, dass ich es löse. Das ist einmal der Erste. Es läuft generell sehr locker ab hier, auf der anderen Seite aber auch sehr streng. Es gibt Forscher, die sind wie Diven, sie sind immer die Gescheitesten und halten jeden anderen für einen Trottel und auch wenn man aufgrund von nicht erbrachten Leistungen Kritik ausübt ist ihnen das egal, sie sind von sich überzeugt. Wir sind hier eine spezielle Expertenorganisation, das ist oft eine schwierige Aufgabe und auch konfliktgeladen.

61. Ist für Sie ausschließlich das Ergebnis entscheidend oder wollen sie auch über den Weg dahin informiert sein?

Der Weg dahin. Also es kommt darauf an, jeder Mitarbeiter hat einmal wichtige Phasen in seinem Projekt oder in seiner Dauertätigkeit, da gibt es manchmal Dinge, wo sie wissen, da will ich

laufend informiert sein und andere Dinge, wo ich sage ok, das interessiert mich nicht, da reicht es ,wenn das Ergebnis am Ende passt.

62. Beschreiben sie kurz den Ablauf eines Meetings und Ihre Rolle dabei?

Die Geschäftsführung sitzt beieinander, da werden im Vorhinein von der Assistentin die Tagesthemen vorbereitet und eingeholt, das wird dann verteilt. Ich verfolge auch ein 'hidden Agenda', wo ich weiß, das erzählen sie jetzt nicht, da sind sie noch nicht fertig. Also ich führe die Sitzung und hole die Ergebnisse ein, ob sie das jetzt wollen oder nicht.

63. Wie wichtig ist Ihnen Kommunikation und wie setzen sie diese in Ihrer Position um?

Ja, viel kommunizieren und das habe ich mittlerweile auch dazu gelernt, Probleme anzusprechen ist nicht immer das Beste, sondern manchmal hilft auch einfach beobachten und sofern möglich, Kommunikation vermeiden und steuern. Einfach durch Fragen oder Verbesserungsvorschläge, aber es einfach anzusprechen, hat noch nie ein Problem gelöst. Das ist zu wenig, ich muss schauen, dass ich es einfach gar nicht auftauchen lasse aber darüber zu reden ist zu einfach. Egal in welchem Alltag, ich habe noch nie ein Problem gelöst, nur indem ich darüber gesprochen habe. Man muss eher schauen, wo will man eigentlich hin, das ist eher fördernd, als einfach nur Kritik zu üben. Das bringt niemandem etwas und man fühlt sich nur angegriffen.

64. Was macht für Sie einen gut funktionierenden Mitarbeiter aus?

Er ist permanent erreichbar, auch um 10Uhr am Abend, wenn ich ihn anrufe. Er macht Vorschläge, woran er arbeiten möchte und ganz gut ist er dann, wenn das solche Vorschläge sind, die für das Gesamtkonzept passen. Damit meine ich, dass er mit mir erarbeitet hat, wohin wir gehen und wenn er dann Vorschläge macht, die dem beitragen, wo wir hingehen, dann ist er einer der Besten. Auch wenn es dazu führt, dass wir die Richtung verändern.

65. Ist ihr Wirtschaftssektor ein männerdominiertes Feld? Ja.

-> Was ist der Grund, glauben Sie?

Geschichte und die Technikorientierung. Also, mittlerweile verändert sich das ein bisschen, aber Energiewirtschaft ist sehr technikorientiert. Mittlerweile kommen mehr Frauen zum Zug, und das Kaufmännische wird immer wichtiger, Controlling, und dadurch kommen automatisch mehr Frauen. Es ist aber noch immer ein männerdominiertes Feld.

66. Beschreiben Sie kurz wie Ihr Unternehmen aufgebaut ist, in welche Sektoren es aufgeteilt wird und mit welchen Sektoren Sie in welchem Verhältnis stehen?

Unser Unternehmen ist sehr komplex aufgebaut, da wir nur 7 Mitarbeiter haben, die aber zugekauft werden von unseren Gesellschaftern über Personalüberlassungsverträge. Wir arbeiten aber mit 150 Mitarbeitern im Zugriff bei unseren Muttergesellschaften, über Forschungsverträge.

Das macht das Ganze kompliziert. Von den Aufgabeninhalten ist es klassische Energiewirtschaft, weil die Menschen da draußen, an denen und mit denen wir forschen, die wollen es hell und warm haben. Also rein technikorientiert, die Erzeugung von Strom plus Netz. Das dritte ist IT. Extreme IT Lastigkeit, das wird gerade aufgebaut, diese Dinge liefern 1.5 Millionen Datensätze pro Tag, das muss funktionieren. Dann gibt es noch Analytik, wir haben da solche 'Nerds', die schauen sich die Daten an, die Zahlen an und versuchen herauszufinden, wie ein neues Businessmodel ausschauen könnte.

Zwischenfrage: Und in direktem Verhältnis stehen Sie aber nur mit Ihren direkten Mitarbeitern?

Nein, auch von den Muttergesellschaften. Das macht das Ganze schwerer. Das muss man über Jahre lernen. Bei mir hat das früher auch so funktioniert, als Gemeinschaftsunternehmen. Es macht das Ganze schwierig, aber es geht.

67. Haben Sie in Ihrem Unternehmensbereich das letzte Wort? Glauben Sie, ist es wichtig, dass das so ist?

Hab ich. Und das ist wichtig. Weil, egal, was für ein Unternehmen es jetzt ist, ein Unternehmen ist nur ein bedingt demokratisches Vorhaben. Es muss einen geben der sagt 'so ist es.' Und das da dann auch nicht widersprochen wird, ähnlich wie bei der Kinderfrage, bis zu einem gewissen Grad.

68. Sind Sie der Meinung, dass im Berufsleben nichts ohne harte Arbeit und in Folge dessen Selbstdisziplin geht?

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69. Welche Qualitäten schätzen Sie an ihren Mitarbeitern und welche Eigenschaften wären für sie unvertretbar?

Sie sollen loyal sein und mutig. Damit sie ihre Meinungen auch vertreten können. Das ist ganz wichtig, sonst kann ich ja niemandem etwas lernen. Unvertretbar wäre, wenn er andere Mitarbeiter schlecht macht, also nicht teamfähig ist. Aber nicht teamfähig alleine ist nicht einmal so tragisch, wenn er einen Aufgabenbereich hat, wo er das nicht braucht. Aber schlecht über Andere reden, schlecht über das Unternehmen reden, das geht nicht, da ist er weg.

70. Sind Männer und Frauen Ihrer Meinung nach, verschiedener Natur und merken sie das in ihrem Alltag bei ihren Mitarbeitern?

Ja, ganz sicher. Frauen sind anders. Eine Frau, das trifft es glaub ich ganz gut, die geht wo hinein, in einen Supermarkt, auch wo sie noch nie drin war, weiß was sie will, wie auch der Mann, und findet es sofort. Ich steh vor dem Regal und muss die Milch ewig suchen. Das ist glaub ich in unserem Hirn drin, weil wir haben uns auf das Mammut konzentriert, haben deshalb glaube ich

mehr Fokus auf Aufgaben, und Frauen haben eher den Überblick und sind sich dessen bewusst, wenn sie 'da' ziehen, bewegt sich 'dort' etwas. Und die Kunst ist, das, glaube ich, richtig zu verwenden.

71. Welche Situationen haben Sie in Ihrer Position erlebt, die den Unterschied in der Natur zwischen Frau und Mann sichtbar machen?

Ich kann mich noch an viele Vorstandssitzungen erinnern, wo wir ganz unter Männern waren; Krisensituation, die Russen haben vor der Ukraine das Gas abgedreht. Wir haben uns zusammengesetzt und überlegt, was müssen wir tun und relativ schnell einen Plan ausgearbeitet, in 5 Minuten war das durchgesprochen und eine Stunde später haben wir schon begonnen, ihn umzusetzen. Da war die eine Kollegin auf Urlaub, die war bei der zweiten Sitzung dann wieder zurück und hat jeden Aspekt berücksichtigt. Wir haben uns nur auf die Katastrophe konzentriert und sie hat sich schon auf die Kunden bezogen, was passiert, wenn in 3 Monaten die Kunden darunter leiden etc. Wir waren fokussiert, dass wir keinen Strom mehr erzeugen können und sie hat schon an die Kunden gedacht. Das war dann aber ok so, sie hat sich darum gekümmert. Sie hat sich aber aufgrund von unseren Reaktionen schlecht behandelt gefühlt, was auch stimmt. Es ist genauso wichtig, weil wir das anders kommunizieren hätten müssen, sie mehr ernst zu nehmen und sie zu loben. Man lernt halt auch immer dazu. Das ist nachher einmal erst aufgetaucht, war aber eine lustige Diskussion.

72. Vertrauen Sie darauf, dass die individuelle Moral jedes Mitarbeiters ausreicht um einen positiven Beitrag in dem Unternehmen zu leisten, oder gibt es gewisse Werte die unternehmensintern vertreten werden müssen?

In der Regel ist das Wertekostüm des Unternehmens eines, was ohnehin jedes Individuum mit sich tragen kann. Und wenn ich mehr definiere, dann muss ich mir schon überlegen, ob ich nicht schon ein bisschen zu kompliziert bin. Also wenn ich meine Werte, die sind meistens wo aufgeschrieben, kennt aber niemand, hat sich noch nie jemand durchgelesen, über den Hausverstand definiere, also was eh jeder normale Mensch empfindet, dann ist es eh sinnlos. Also nein, außer man hat etwas Neues, ein neues Produkt oder so, das ich mit einem Wert hinterlegen will damit es sich besser verkauft, dann muss der Mitarbeiter das mit kommunizieren. Dann kriegt er das 'aufs Aug gedrückt' und muss das auch machen. Wenn er das dann nicht macht, hat er ein Problem.

73. Mit welchen Bereichen haben Sie den innigsten Kontakt und wie sieht dieser aus?

Forschung, Kaufmannschaft und IT. Läuft meistens über direkte Kommunikation ab. Also wie überall im Management, 10-12 direkte Reports kann man managen, mehr geht dann definitiv nicht, zumindest nicht ohne Qualitätsabstrich. Das sind die 3 die wirklich nur direkt gehen.

74. Was sehen Sie als Ihre Aufgabe in diesem Unternehmen?

Bis Montag muss ich Geld aufstellen, weil es nicht ganz fix war, ob es weitergeht. Das ist dann abgeschlossen. Aber grundsätzlich die Geschichte erzählen, wofür wir stehen und das auch leben. Nach Innen und nach Außen und das Ganze organisieren, dass es auch funktioniert. Wir wollen die Welt besser machen, auf Energieseite. Also, dass man direkt dort Energie erzeugt, wo sie gebraucht wird, sie möglichst sauber erzeugt und dass, wenn möglich etwas überbleibt, also auch an andere abgeben. Daran muss ich aber noch genau feilen, das versteht noch nicht jeder.

75. In den USA ist es ja schon üblich, dass Bewerbungsschreiben den Unternehmen ohne Namen und Foto übermittelt werden. Was halten sie davon und welche sozialen Gruppen profitieren davon?

Die Schirichen. Ich halte aber nichts davon, weil dann hat man auf einmal einen Mitarbeiter, der unsympathisch ist. Der muss ja nicht einmal schön sein, aber man geht immer nach der Optik. Und was hab ich dann davon? Dann bin ich jeden Tag im Büro grantig, weil er mir so unsympathisch ist.

Zwischenfrage: Aber könnte das für eine Frau nicht Vorteile bringen?

Naja nein, weil das weiß ich ja von Anfang an, ob ich eine Frau oder einen Mann will. Das ist von vornherein festgelegt. Erstens haben wir ja eine Frauenquote zu erfüllen im Konzern, also ist die Frage sowieso überflüssig. Dann muss ich eben eine Frau oder einen Mann suchen und wenn ich die nicht sehe, kann ich ja nicht sagen, ob mir die sympathisch sind oder unsympathisch und warum soll ich mir nicht ein Team zusammenstellen nach Sympathie? Das ist für mich ein Erfolgsgarant, ich muss ja auch beurteilen, ob mir der oder die 'taugt', ob er oder sie mit den anderen klar kommen würde, und wenn ja, bleibt halt im guten Topf, die werden dann eingeladen. Also ich kann mich noch erinnern, wir haben einen Marketingleiter gesucht, da war das Geschlecht egal, weil es nicht um die Quote ging, und da hab ich nur nach dem Optischen ausgewählt. Aber auch die Männer. Dafür werden mich viele verurteilen, aber ich finde, genau bei Marketing kann man dann niemanden dort sitzen haben, der immer grantig ist. Das passt nicht. Das ist meine Meinung. Ich halte davon nichts, es müssen alle zusammenpassen. Heißt jetzt nicht, dass das alles Models sein müssen, die Ausstrahlung zählt. Und das sieht man auf Fotos. Also ohne Fotos geht für mich gar nichts.

76. Manche Menschen sind der Meinung, dass ein Unternehmen am besten funktioniert, wenn man die Mitarbeiter nach den eigenen Vorstellungen erzieht. Finden Sie solche Maßnahmen notwendig und in welchen Bereichen wäre das für sie eine Option?

Würde ich mir ein bisschen widersprechen zu dem, was ich vorhin gesagt habe. Man will natürlich den Weg den man für am Besten hält, seinen Mitarbeitern auch rüberbringen, aber erziehen muss man sie nicht.

77. Sind Sie der Überzeugung, dass Ordnung und Sauberkeit auf den individuellen Arbeitsplätzen selbst zu entscheiden ist, oder gibt es Normen der Gesellschaft, an die sich jeder Mitarbeiter halten sollte?

Schaut super aus, aber mir fällt selbst auf, wenn wirklich viel zu tun ist, dann geht das gar nicht. Ist aber dann auch immer ein Zeichen, dass es zu viel ist, dann schaut es meistens aus wie in einem 'Saustall'. Entweder man hat zu viele unordentliche Menschen oder zu viel Arbeit. Es bleibt aber eigentlich jedem selbst überlassen.

78. Anhand von welchen Faktoren messen Sie Wertigkeit eines Menschen/ Charakters?

Wenn man gut miteinander auskommt, wenn man das Gefühl hat, das ist cool, da kann man plaudern, da bringt man etwas weiter. Das muss gar nicht konfliktfrei sein, halt nicht so, dass man verletzt ist. Wertschätzung und Austausch und das muss irgendwie eine eigene Dynamik haben, so dass man das Unternehmen weiterbringt ohne, dass man permanent mit Zielen arbeiten muss. Es soll einfach leben, man soll sich überlegen, wie könnte was besser laufen, wer könnte das machen. Es muss einfach eine gute Dynamik sein, jeder muss sich wohlfühlen, dann ist man auch etwas wert.

79. Wenn Sie an Ihre Führungsposition in Ihrem Unternehmen denken, was für ein Bild kommt Ihnen da in den Kopf?

Wir fahren mit einem Schiff, am großen, weiten Meer. Es ist aber kein Bild, eher ein Film. Manchmal schreie ich hinten, und sie rudern und wenn sie müde sind, dann geh ich selber ans Ruder, aber nur kurz. Neben dem Schreien fische ich, damit wir was zum Essen haben. Also zusammengefasst, fischen, schreien und zwischendurch selber kurz rudern, wenn sie nicht mehr können.

7.3 Interview Manager 3: Kapsch Group

1. Was ist für Sie die idealtypische Vorstellung der Familie und deren Rollenverteilung? Beschreiben sie das Bild, das Ihnen hierbei in den Kopf kommt.

Mann und Frau, noch immer, 2-3 Kinder. Für mich ist noch immer idealtypisch, mittlerweile, dass beide arbeiten, natürlich hat die Frau das Handicap, dass sie die Kinder bekommt und damit die Karriere für eine Frau immer schwerer ist als für einen Mann.

2. Nicht gehorchende Kinder sollten von den Eltern unter keinen Umständen toleriert werden. Zu welchem Grad stimmen Sie zu?

Also ich habe selber Kinder und damit muss man leben, dass Kinder öfter mal nicht gehorchen, also ich würde sagen, das wäre illusorisch zu glauben, dass man das in den Griff bekommt. Ich stimme dem überhaupt nicht zu.

3. Glauben Sie, profitieren Kinder mehr davon, wenn sich die Erziehung von Mädchen auf Putzen und Haushalt konzentriert und Buben eher handwerkliche Dinge erlernen ?

Nein, das ist nachteilig. Das merken wir ja auch, wir würden uns freuen, wenn wir viel mehr Mädchen hätten. Wir sind ein Technikunternehmen und leiden darunter, weil es viel weniger weibliche Bewerbungen gibt. Was natürlich schade ist, weil IT ist nicht, so dass man sagt, das ist jetzt unbedingt nur für Buben.

4. Inwiefern sind Sie der Meinung, dass es Ihre Aufgabe ist, dafür zu sorgen, dass Kinder verstehen, dass es Regeln gibt und dass es diese gibt, um eingehalten zu werden?

Das ist schon wichtig.

5. Zu welchem Grad müssen Eltern ihre Entscheidungen vor Kindern rechtfertigen und wie sehr wird es von Kindern erwartet, diese Entscheidungen zu hinterfragen?

Also man muss sich fast immer rechtfertigen, weil Kinder da sehr fordernd sind, es ist im Unternehmen oft leichter zu sagen 'das machst du jetzt so' also zu Hause bei den Kindern. Und ich finde, dass es gut ist, wenn sie Entscheidungen hinterfragen, weil sie dadurch lernen.

6. Wenn Erwachsene reden, haben Kinder die Pflicht still zu sein. Inwiefern stimmen Sie dieser Aussage zu?

Nein.

7. Manche Menschen sagen ja, dass Kinder mit strenger Hand erzogen werden sollen, Disziplin ist da ja oft ein wichtiges Thema. Wie stehen Sie zu dieser Aussage?

Ich glaube, dass man einen Mittelweg finden muss. Ganz ohne Disziplin geht es nicht, aber jetzt ein Kind schon in irgendein Korsett zu zwängen, das halte ich für falsch. Ein Kind soll Kind sein dürfen und sich ausleben können. Ich würde es in der Mitte ansiedeln.

8. Wenn Ihr Sohn sich dazu entschließt, eine Ausbildung im Bereich der Pädagogik zu machen, was wären Ihre Gedanken dazu?

Neutral-Positiv.

9. Was für eine Rolle spielt Autorität in Ihrer Familie? Und wen würden Sie als 'Autoritätsperson' identifizieren?

Ich glaube, zu Hause ist die größere Autoritätsperson meine Frau. Hängt natürlich auch damit zusammen, dass ich weniger zu Hause bin und damit auch leichter toleranter sein kann. Das muss man fairerweise sagen.

Zwischenfrage: Und spielt Autorität in Ihrer Familie generell eine wichtige Rolle?

Naja, auch hier glaube ich, muss man wieder einen Mittelweg finden. Es ist jetzt nicht autoritär, aber Disziplin gehört schon dazu.

10. Disziplin ist das, was einen guten Charakter ausmacht. Was fällt Ihnen zu dieser Aussage ein?

Bis zu einem gewissen Grad ja, aber ob das einen guten Charakter ausmacht, es gibt hochdisziplinierte Menschen, die trotzdem einen schlechten Charakter haben.

11. Finden Sie, Selbstdisziplin muss belohnt werden?

Nein, es muss nicht belohnt werden, aber es muss jeder für sich definieren, ob er dann zufrieden ist, wenn ich mir etwas vornehme und die Selbstdisziplin habe, das dann auch konsequent, langfristig umzusetzen, dann habe ich einen Grad der Zufriedenheit, das ist dann die Belohnung. Von dritten Parteien finde ich aber nicht.

12. Gibt es Aufgabenbereiche in der Familie, die lieber die Frau übernehmen sollte?

Mittlerweile nicht. Also dieses alte Rollenbild, nein, mittlerweile sehe ich keine Aufgabe, das kommt immer darauf an, wer auch von der Persönlichkeit besser geeignet ist. Aber ich sehe es jetzt nicht so als Mann/Frau, wer macht die Aufklärung, das kann der Mann genauso wie die Frau. Haushalt, tendenziell macht die Frau noch immer mehr, das wissen wir, ist halt so, obwohl man sich als Mann bemüht, subjektiv macht man da auch viel mehr, weil zu Hause der eigene Vater noch weniger gemacht hat, aber die Frau sieht natürlich, dass sie noch immer viel mehr macht.

13. Ist es Ihnen wichtig, in welchen sozialen Schichten Ihr Kind verkehrt?

Nein, wobei man immer aufpassen muss, dass man da nicht pharisäerhaft ist; ich bin zum Beispiel schon ein Anhänger, dass sie schon in eine öffentliche Schule gehen und dadurch eigentlich quer durch mit allen Schichten zu tun haben. Warum? Weil, ich habe zum Beispiel gekellnert, wie ich Student war, und habe dadurch, glaube ich, eine höhere soziale Intelligenz gewonnen als ich vorher hatte, weil man mit verschiedenen sozialen Schichten zu tun hat. Und das ist als Führungskraft durchaus ein Vorteil, wenn du dich auch in einen kleinen Techniker hineinversetzen kannst, was der für Sorgen hat usw.

14. In Ihren Augen, welche Entscheidungen sollte lieber ausschließlich der Mann treffen, was für Entscheidungen sollten als Paar beschlossen werden und bei welchen sollen die Kinder mit einbezogen werden (und wie wichtig ist Ihnen ihre Meinung)?

Also in finanziellen Dingen, sprich Aktien und solchen Sachen, Investitionen, die entscheide ich, aber nur aus dem Grund, weil ich mich dort besser auskenne als meine Frau. Das könnte genauso gut umgekehrt sein, das ist jetzt nur auf mich zutreffend. Ich glaube, beim Autokauf lehnt sich die Frau eher noch immer an die Meinung des Mannes an, dafür ist es bei der Küche genau umgekehrt. Da sagt der Mann ok, das muss der Frau gefallen. Das ist noch immer so. Und Kinder, naja beim Urlaub, ich würde auch sagen, wenn man sich eine neue Wohnung kauft oder so, sollten die Kinder schon ein Mitspracherecht haben.

15. Erreicht man sein Ziel leichter durch ehrliches Interesse oder durch strikte Selbstdisziplin?

Ich glaube, dass ehrliches Interesse gescheiter ist als strikte Selbstdisziplin, weil, alles was einem Spaß macht, dort ist man dann auch richtig gut. Selbstdisziplin funktioniert eine Zeit lang, aber nicht auf Dauer. Das merken wir alle, wenn man sich vornimmt, im neuen Jahr gehe ich jede Woche zwei Mal laufen, dann schafft man das die ersten paar Wochen.

16. Ist Pünktlichkeit für Sie wichtig, um als gutes Mitglied der Gesellschaft zu dienen?

Für die Gesellschaft zu dienen ist übertrieben, aber für mich ist Pünktlichkeit schon wichtig, weil ich sonst immer denke, ich stehle ja anderen Leuten die Zeit und ich versuche schon, auch im Unternehmen es auch selbst vorzuleben, weil wie soll ich es sonst von anderen verlangen.

17. Bei welchen Leuten ist es Ihnen besonders wichtig, dass Ihre Kinder sich zu benehmen wissen?

Na ich glaube, je weniger du jemanden kennst, wie weit entfernt die sind, desto wichtiger ist es dir vielleicht, dass die einen guten ersten Eindruck vermittelt bekommen. Wenn das gute Bekannte oder so sind, ist das nicht ganz so streng.

18. Ist es die Grundaufgabe von Eltern, ihre Kinder als ein funktionierenden Teil der Gesellschaft zu erziehen? Welche Faktoren sind für Sie dafür verantwortlich ob das als geschafft angesehen werden kann oder nicht?

Naja, eine funktionierender Teil der Gesellschaft definiert sich ja auch durch gemeinsame Wertvorstellungen. Und das ist, glaube ich, schon wichtig, den Kindern das zu vermitteln, ihnen Wertvorstellungen mitgibt. Weil so funktioniert unsere Gesellschaft, Gott sei Dank funktioniert sie so, und da haben die Eltern, glaube ich, schon eine wichtige Aufgabe, den Kindern diese Werte zu vermitteln. Da gehört für mich Ehrlichkeit, Integrität, dass man also charakterlich sauber bleibt, auch Leistung ist für mich ein Wert, den man durchaus den Kindern vermitteln kann und sollte, es hat halt jeder seine eigenen Vorstellungen, aber für mich sind das die wichtigsten. Und natürlich

auch, wie man mit anderen Menschen umgeht, also dass man mit anderen genau so umgeht, wie man möchte, dass mit einem selbst umgegangen wird, also mit Respekt und Toleranz.

19. Ist es in Ihren Augen schwerer für ein Mädchen, ihren Weg zu gehen oder haben Männer und Frauen die gleichen Chancen?

Mittlerweile glaube ich, dass es für Mädchen in der heutigen Zeit sogar leichter sein könnte als für Burschen. Warum? Alle versuchen etwas aufzuholen, was über Jahrzehnte oder noch länger nicht beachtet wurde, nämlich, dass, wenn Frauen 50% der Gesellschaft ausmachen, man halt auch versucht eine eigentliche Verteilung in verschiedenen Positionen zu erreichen. Das fängt in der Politik an, es ist jetzt wahrscheinlich leichter für eine gleichqualifizierte Frau Ministerin zu werden als für den Mann. Genauso ist es bei Führungskräften. Vor Jahren haben wir krampfhaft versucht eine Frau für unseren Vorstand zu finden. Wir haben aber leider niemanden gefunden, weil wir ein Technikunternehmen sind.

Zwischenfrage: Aber solche Positionen sucht man ja wegen der Frauenquote oder gibt es auch Unternehmen die ohne 'Muss' eine Frau für einen hohen Posten wollen?

Naja, ich glaube, ohne dass man muss, das ist mittlerweile ein gesellschaftliches Umdenken. So wie bei uns noch vor 20 Jahren, da waren wir auch froh, wenn sich ein Mädels einmal beworben hat. Mittlerweile suchen wir das aber viel aktiver und merken auch in einer Gruppe, wenn es ein bunter Mix ist, es eigentlich besser funktioniert, als wenn es nur Männer wären, und wahrscheinlich auch umgekehrt. Auch dort gibt es ein bisschen Zickenkrieg aber wenn es ein bisschen eine Mischung ist funktioniert das ganz gut, weil die Männer sich mehr zusammenreißen und auch eine größere Disziplin an den Tag legen und wahrscheinlich auch ein bisschen ein Leistungsansporn, weil jeder ein bisschen beweisen will, was er kann.

20. Zu welchem Grad stimmen Sie der Aussage 'Vertrauen ist gut- Kontrolle ist besser' überein?

Also ich hab einmal zum _____ (Name ausgelassen) gesagt, der Unterschied zwischen uns beiden ist, du glaubst der Mensch ist gut und ich bin Realist. Ich meine, wenn ich jemanden schon lange kenne, dann sinkt der Kontrollgrad gegen null, aber ich bin sonst schon ein Anhänger davon, dass man sich nicht blind gleich auf jeden verlassen sollte, da kann man schwer enttäuscht werden, sei es im Berufsleben oder privat.

21. Wenn Sie an Ihre direkten, unmittelbaren Mitarbeiter denken, beschreiben sie die Dynamik zwischen ihnen. (Definieren Sie von wem Sie sprechen)

Die Dynamik zwischen den Mitarbeitern und mir? Ein, ich würde sagen, sehr kollegiales, teilweise auch 'freundschaftlich' ist jetzt übertrieben, da muss man immer aufpassen dass man

durchaus eine gewisse Distanz wahrt damit man noch objektiv beurteilen kann, aber ich würde sagen, meines Achtens eine sehr gute Dynamik, weil ich sozusagen versuche, meinen Leuten beizubringen, wie ich Entscheidungen treffe und wie ich ticke und meistens dann die bleiben, die ähnliche Wertvorstellungen haben, wo es halt passt und daraus entwickelt sich dann eine sehr positive Dynamik.

22. Ist für Sie ausschließlich das Ergebnis entscheidend, oder wollen Sie auch über den Weg dahin informiert sein?

Also mich interessiert schon, auch wie man dahin kommt, weil das Ergebnis kann auch oft ein Zufall sein.

23. Beschreiben Sie kurz den Ablauf eines Meetings und ihre Rolle dabei?

Ich glaube, wo ich immer aufpassen muss bei Meetings, weil ich ungeduldig bin, dass ich nicht vorschnell meine Meinung einfach kund tue, was immer gefährlich ist, weil dann natürlich Viele ihre eigene Meinung, die ja durchaus abweichen kann, gar nicht mehr zu sagen trauen. Also ich muss aufpassen, ich bin zu dominant in Meetings, das gebe ich zu. Damit bin ich auch eher ein schlechter Moderator. Also das ist sicher eine meiner größten Schwächen, ich bin ungeduldig und bin dadurch wahrscheinlich oft zu dominant.

Zwischenfrage: Und tun Sie sich da aber leichter, wenn Sie das Meeting nicht selber leiten?

Naja, also das ist auch eine Schwäche von mir, dass ich dann nicht versuche die Führung an mich zu reißen, also dort sollte und könnte ich mich verbessern. Das ist halt wahnsinnig schwierig, weil man sich als Typ ja nicht komplett verleugnen kann. Ich finde auch, eine gewisse Authentizität gehört dazu, wenn man sich vollkommen verbiegt dann passt das nicht mehr, aber die Dosis macht das Gift.

Zwischenfrage: Also achten Sie grundsätzlich aber schon auf die Meinung der Mitarbeiter, auch in Meetings wenn Ihnen das schwerer fällt?

Ja, also ich bin grundsätzlich jemand, der auch, zumindest aus meiner Sicht, der sich auch eines Besseren belehren lässt. Ich gehe nicht mit einer vorgefassten Meinung in ein Meeting und sag 'das muss jetzt so sein'. Also es ist schon so und gute Mitarbeiter halten da auch dagegen und ich ermutige dazu auch alle, weil ich sage ein guter Mitarbeiter traut sich seinem Chef auch zu sagen, dass das ein Blödsinn ist. Das ist auch meine Erwartungshaltung.

24. Wie wichtig ist Ihnen Kommunikation und wie setzen Sie diese in ihrer Position um?

Kommunikation ist eine der wichtigsten Instrumente der Führung überhaupt. Die meisten Probleme entstehen durch mangelnde Kommunikation, ich bin auch ein großer Anhänger von der

direkten Kommunikation, sprich die direkte Ansprache, sei es übers Telefon, weil das sozusagen effizienter ist, aber auch von viel persönlicher Kommunikation. Ich bin nicht so der Anhänger von der reinen Email Kommunikation, weil das immer Interpretationsspielräume lässt und man redet sich Sachen leichter aus, als dass man sie ausschreibt.

25. Was macht für Sie einen gut funktionierenden Mitarbeiter aus?

Ein gut funktionierender Mitarbeiter ist jemand, der selbstbewusst ist, der sich seine eigene Meinung vertreten traut, der sich hier nicht verbiegen lässt im Sinne von Opportunismus, weil der Chef das will, oder weil seine Mitarbeiter das wollen, weil es der Weg des geringsten Widerstandes ist. Es ist jemand, der eine gewisse fachliche Expertise hat und wenn es sein muss, auch bereit ist, sich auch tiefer irgendwo auseinandersetzen und wenn es Probleme gibt, sich mit diesen auch wirklich auseinandersetzt, wobei ich allerdings nicht erwarte, dass er sich um jedes Detail kümmert, aber wenn es sein muss, dass er auch bereit ist hier einzutauchen, damit auch seine Mitarbeiter unterstützt, andererseits auch eine inhaltliche Meinung dazu hat. Eine hohe soziale Intelligenz sollte er mitbringen, weil die Fachliche, da kann man Spezialisten fragen. Soziale Kompetenz kann keiner in deinem Team für dich wettmachen als Führungskraft. Also das erwarte ich mir, dass er sozusagen am Stand der Dinge ist, dass er informiert ist, was in seinem Bereich zu tun ist und eigentlich, dass er Spaß an der Arbeit hat.

26. Ist ihr Wirtschaftssektor ein männerdominiertes Feld? Ja.

-> Was ist der Grund, glauben Sie?

Naja, wenn man schaut, wie wenige Mädchen es auf der TU gibt, wie wenige Mädchen es eigentlich auch in der HTL gibt, wo ja großteils unsere Absolventen waren, wenn man dort die Quoten anschaut, dann zieht sich das bei uns halt fort. Wir haben L'oreal da am Gelände, da ist natürlich der Männeranteil sehr gering.

27. Beschreiben Sie kurz wie Ihr Unternehmen aufgebaut ist, in welche Sektoren es aufgeteilt wird und mit welchen Sektoren Sie in welchem Verhältnis stehen?

Es gibt den Vertrieb, Marketing, Pre Sales, Projektmanagement, Auftragserfüllung, Finanzbereich, Logistik Bereich, Interne IT,... Ich würde einmal sagen, so wäre es gedacht, bei manchen funktioniert es besser, bei manchen weniger. Es ist oft auch die personal relationship. Es ist wahn-sinnig wichtig, ein Team zu formen und zu schauen, dass die Charaktere zusammenpassen. Darum braucht man wieder gemeinsame Werte. Weil wie will man sonst Gemeinsamkeiten definieren? Und wenn Leute sich mit denselben Werten identifizieren, dann ist auch das Zusammenarbeiten leichter. Und international wird das dann noch einmal schwieriger, weil Südamerikaner haben ganz andere Vorstellungen als Nordamerikaner zum Beispiel.

28. Haben Sie in Ihrem Unternehmensbereich das letzte Wort? Glauben Sie, ist es wichtig, dass das so ist?

Ja. Im Grunde ja, weil sonst Entscheidungen gar nicht getroffen werden und geteilte Verantwortung ist immer ein bisschen schwierig. Ein Unternehmen, am Ende des Tages, ist noch immer ziemlich hierarchisch aufgebaut, es gibt ja etliche Versuche in der Literatur und in der Praxis davon wegzukommen aber man hat noch kein vernünftigeres Modell gefunden.

29. Sind Sie der Meinung, dass im Berufsleben nichts ohne harte Arbeit und in Folge dessen ohne Selbstdisziplin geht?

Großteils würde ich dem zustimmen. Kommt aber immer auch darauf, an welcher Beruf, weil es gibt ja Berufe, zum Beispiel Architekten, die sehr ins Kreative gehen, da sag ich einmal, da überwiegt die Kreativität so, dass Selbstdisziplin und harte Arbeit wieder in den Hintergrund treten. Also das kommt auf die Profession an.

30. Welche Qualitäten schätzen Sie an Ihren Mitarbeitern und welche Eigenschaften wären für Sie unvertretbar?

Wenn jemand nicht integer ist, wenn jemand unehrlich ist und wenn jemand keine Leistungsbereitschaft hat. Das sind die drei, würde ich sagen.

31. Sind Männer und Frauen Ihrer Meinung nach verschiedener Natur und merken Sie das in Ihrem Alltag bei ihren Mitarbeitern?

Es gibt Frauen bei uns, die viel härter sind als Männer, dann gibt es aber auch Frauen die durchaus, was man als die althergebrachte Vorstellung nennen könnte, die sozusagen teilweise auch fast wie ein Mann agieren, wenn sie älter sind, die jüngeren Mitarbeitern sehr viel Verständnis gegenüber bringen. Dann gibts Männer, die sehr hart sind und Männer die sehr weich sind. Also ich würde sagen, das zu klassifizieren ist wahnsinnig schwer.

32. Welche Situationen haben Sie in Ihrer Position erlebt, die den Unterschied in der Natur zwischen Frau und Mann sichtbar machen?

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33. Vertrauen Sie darauf, dass die individuelle Moral jedes Mitarbeiters ausreicht um einen positiven Beitrag in dem Unternehmen zu leisten, oder gibt es gewisse Werte die unternehmensintern vertreten werden müssen?

Es gibt klarerweise einen Wertekatalog auch bei uns, weil, ich bin ja, wie vorhin erwähnt, Realist, ich glaube nicht an das Gute im Menschen und natürlich, die Kapschgruppe hat über 7.000 Mitarbeiter, natürlich ist es dann schwerer und natürlich hat man dann einen Querschnitt von der Bevölkerung drinnen und vielleicht auch jemanden dabei wo die Wertvorstellungen nicht passen

und das muss man dann klarmachen nur meistens sagt einem ja niemand 'nein, mit diesen Werten kann ich mich nicht identifizieren' und das ist dann wieder etwas, wo Kontrolle dazugehört.

34. Mit welchen Bereichen haben Sie den innigsten Kontakt und wie sieht dieser aus?

Ich hab eigentlich zumindest 14 tägig ein Jour fixe und anlassbezogen habe ich oft täglich Kontakt. Aber standardisiert immer 14 tägig.

35. Was sehen Sie als Ihre Aufgabe in diesem Unternehmen?

Ich sehe als meine Aufgabe ein funktionierendes Team in der nächsten Ebene zu formen sozusagen diese Werte weiterzugeben., das die wieder in der Lage sind, funktionierende Teams unterhalb zu bauen. Eine meiner Aufgaben sehe ich auch, mir ständig Gedanken zu machen, wie und wo können wir uns als Unternehmen weiterentwickeln, weil es, vor allem in einem Technologieunternehmen, extrem gefährlich ist, stehen zu bleiben. Weil das so schnelllebig ist, vor allem in der Technologie, wenn man stehen bleibt überholen einen die anderen. Und halt auch Leute zu coachen, also sozusagen deine Entscheidungsgrundlagen für gewissen Entscheidungen sehr transparent zu halten, weil dann bringt man einen Hebel rein und andere reagieren ähnlich.

36. In den USA ist es ja schon üblich, dass Bewerbungsschreiben den Unternehmen ohne Namen und Foto übermittelt werden. Was halten Sie davon und welche sozialen Gruppen profitieren davon?

Ich halte das für völlig übertrieben. Ich meine zumindest wir als Kapsch, aber ich glaube auch viele andere Unternehmen sind durchaus stolz, wenn sie auch Mitarbeiter mit Migrationshintergrund haben. Wir haben auch sehr gute Erfahrungen gemacht, also für mich ist das überhaupt kein Kriterium, also der Name. Ich meine, das mit dem Foto, irgendwann lerne ich die Person sowieso kennen. Vor allem, wenn jemand sagt, der ist mir völlig unsympathisch, dann hat das ja auch keinen Sinn, das funktioniert ja dann nicht. Und klar, man kann es nicht an einem Foto festmachen aber, ja, Foto weglassen find ich jetzt nicht so schlimm, weil ich den Bewerber früher oder später ohnehin sehe. Name finde ich aber übertrieben, weil wir in Österreich sind ein Multi-Kulti Land, immer schon gewesen und ja, das ist in meinen Augen übertrieben.

37. Manche Menschen sind der Meinung, dass ein Unternehmen am besten funktioniert, wenn man die Mitarbeiter nach den eigenen Vorstellungen erzieht. Finden Sie solche Maßnahmen notwendig und in welchen Bereichen wäre das für Sie eine Option?

Naja, die Werte schon, man muss da immer aufpassen, dass man nicht nur gleiche Charaktere hat wie du, sondern ein Team mit verschiedenen Stärken, schon denselben Wertvorstellungen, aber verschiedenen Stärken und wo man auch immer wieder neue Leute dazu holt die neue Ideen und Vorstellungen mit einbringen. Also die eigene Überzeugung mit rein bringen ist schon gewollt,

bei den Werten ist das schwieriger, aber wenn Leute sagen, dass sie strategisch in eine andere Richtung gehen wollen, dann finde ich das in Ordnung.

38. Sind Sie der Überzeugung, dass Ordnung und Sauberkeit auf den individuellen Arbeitsplätzen selbst zu entscheiden ist, oder gibt es Normen der Gesellschaft an die sich jeder Mitarbeiter halten sollte?

Also nachdem mein Schreibtisch so aussieht tu ich mir hier sehr schwer, ein Vorbild zu sein, weil ich dieses Chaos anscheinend brauche, der Trend geht allerdings, weil es in Richtung shared desk bei den unteren Mitarbeitern geht, schon in Richtung 'cleanen' Schreibtisch, wobei sich die meisten da schon schwer tun, weil es ja auch meistens nicht die Realität zu Hause widerspiegelt. Ich meine Sauberkeit ja, da ist ein Unterschied. Aber zu steril ist meines Erachtens nach auch nicht unbedingt kreativitätfördernd.

39. Anhand von welchen Faktoren messen Sie Wertigkeit eines Menschen/ Charakters?

Naja, da bin ich wieder bei meinen Werten, zum Beispiel Ehrlichkeit, Integrität, das kann man aber oft an Beispielen besser benennen. Wenn dich jemand zum Beispiel immer wieder angehen hat, dann zweifelt man an seinem Charakter, oder oft, wenn es um Dritte geht, und du das eigentlich als moralisch unanständig empfindest und der andere findet das aber völlig normal, dann fängt man auch an darüber nachzudenken.

40. Wenn Sie an Ihre Führungsposition in Ihrem Unternehmen denken, was für ein Bild kommt Ihnen da in den Kopf?

Da tu ich mir extrem schwer. Da habe ich nichts vor Augen.

7.4 Interview Manager 4: Erste Bank London

41. For you, what is the ideal typical conception of a family and its split up rolls? Explain the picture you get.

Well I can say my own family. So I am married, I have no kids, we meet on weekends because we are both experts, my husband works in a different part of the world. We meet almost every other weekend when it is not the case that he comes to London for his job. But we never miss a weekend together. For me, this is a good working arrangement. Otherwise for me what is important is the base and the values between two people which is the core of the relationship.

42. Non-behaving children should, under no circumstances, be tolerated by the parents. To what degree do you agree?

No I don't agree with this. I think non behaving children is the parents fault. We don't have kids but I have two godsons which I consider my own kids, I know them since they were born and I think as a parent it is a job to understand the other, hence, the kids, I think you have to go to the core of the problem what is the issue behind it.

43. Do you think children have an advantage if the girls civic education should focus on cleaning and doing the chores whereas boys should be taught technical and mechanic things?

I cannot vouch for this because I am very technical. I am an engineer as a base and no I am not a feminist. I believe in skills and I believe in meritocracy so if a woman is good at repairing an engine she should do it, if she is good at cooking she should do it as well there should not be a split at anything you should do what you are good at and what you like. I am an expert, I am a professional and I love to cook. My husband doesn't but simply because he doesn't know how to. But sometimes he is helping me with other stuff, I don't think it is a concept, I think it's just an old pattern that we are stuck to.

44. To what extent do you agree that it is your job to make sure that your children understand the existence of rules and that rules are existing to get obeyed?

Well, as a parent yes, you are a hundred percent reliable that your kids understand the rules, I think you cannot operate without rules. I believe rules may be changed or adapted to the situation but I think we cannot function without rules. Be it kids or adults or whoever. I think certain rules should be adapted as a core and then be adapted to the context. There have to be rules, the kid needs to understand certain things. Because if there are no rules, you create frustration within the kid when he doesn't know how to behave.

45. To what extent do parents have to exculpate decisions in front of their children and to what extent is it expected of the children to question those decisions?

I think nowadays it is a lot of explaining. I see a lot of parents that explain every single decision. I don't think it is necessarily efficient, let me put it that way. If you are always explaining yourself you also take the possibility from the counter part, in that case the kid, to think about it themselves. It is good to explain why you take a decision and what is the background but sometimes you just have to take a decision and it has to be executed, be that because of the lack of time or because it is not always necessary to now all the details. And people say you do it on a need to know basis but this is not the case because sometimes people cannot explain or due to the lack of time. I think the person that takes the decision has to be wise enough to know when is the time to explain and when it is time to just execute.

46. When grown ups are talking, children ought to be quiet. Agree?

It would be polite in general when someone is talking for the other one to listen but not in a way that the other one has to be totally silent. I don't agree with this approach but I agree that it is in general polite to wait and listen till somebody finishes and then you talk. If this is the way, it is also useful for the children to know for the future.

47. Some people say that children should be educated with a 'strong hand', discipline is an important topic here. What do you think?

Discipline is important, I think they should be educated with a firm hand because in my view, children have to be contained. And if you are not firm and you don't give them a context and framework then it hard for the children to be educated.

48. If your son decides to follow an education in the area of educational science (kindergartener, teacher etc), what would your thoughts be?

Well I was a rebel since I was a kid, whatever they decide. At the end of the day you base your life on your skills. I wouldn't interfere because I took my own decision too. But I wouldn't have preconceptions for my children to become a teacher or an engineer or a doctor.

49. To what extent does authority play a role in your family, who would you identify as the authority figure?

My father. He was the authority figure and I did not accept it all the time when I was a kid but now I recognise that it was the right thing to do. I needed, especially as a girl, a male figure with whom I know I can rely first and if this was translated in authority this was different but I knew that he was the strong hand in the house and that I could rely on him all the time even though I don't agree with him always.

50. Discipline is, what makes a good character. What comes to mind here?

Correct.

51. Do you think self discipline should be rewarded?

By the external world? (Yes) Not rewarded necessarily, I wouldn't say it that way, I would say maybe acknowledged because it is one of the small puzzles in development. Discipline doesn't mean you are not creative, it just means that you are organised in obtaining your goal or what you want.

52. Are there task areas which should be managed by the woman solely?

That is an interesting question. It depends on character but I think in general women are better in greeting people and all the emotional intelligence like empathy for example. This is I think more present in female characters and yes I think somebody can use that to go in the right direction

but not necessarily, not to distinguish, this are women this are men. But we do have certain genetical characteristics that we have to observe.

53. Is it important to you, which social classes your child interacts with?

No, they should attend every single. It should be based on friendship, character, love and promise but not money.

54. In your opinion, which decisions in a family should be made only by the father, which should be made as a couple and for which decisions should the children be asked as well?

Well theoretically, I think whatever decision in general that concern the children's education it should be made by the parents. because the children might not be aware. If it concerns their time and play and holidays of course you should consult. Also when talking about foreign languages or sports, the kids should also be asked whether they like it. I don't think there is anything that only the father should decide.

55. Is achieving your goal easier with honest interest or self discipline?

No, with both, you cant have it without both.

56. Is being on time a must have to be considered a good member in society?

Yes, I am very strict on this. I think it also goes into discipline, if you are on time and you respect people.

57. Towards which people is it specifically important to you that your child knows how to behave?

One should behave the same towards everybody but if the kid or the human being sees someone that is maybe less educated or less behaved or with less knowledge it should help the other one to grow.

58. Is it the main task of parents to make sure that their child is adapted well in being a functioning member in society. Which factors would have to be fulfilled for you that this can be seen as a success?

To a certain age yes, it is their job and then it is still their job but a bit more shallow so the kids should not feel it but it is still their job. I think everybody measures IQ and how intelligent someone can be but I think you should also be aware that emotional and cultural intelligence is very important to be a functioning member because look today, if you are not able to adapt to certain people and certain cultures and various habits and if you only want to stay in your own conditions you are not really there right? You are isolated. So I think it is the main tasks to guide it on this. To understand and not to judge other people.

59. In your opinion, is it harder for girls to go their way or do boys and girls face the same chance?

I never felt different being a woman, personally. So I think if one works and of course you need luck, always, I don't think men are much more chanced even though in London, if I meet peers on my level I meet only men. So maybe one can see that it is more difficult but I never saw this. If I wanted something I just did it. It also depends on your own character, if you go in the battle and you don't fight, of course you lose.

60. To what degree would you agree to the statement 'trust is good- control is better' (German saying)

In the job or in the day to day life ? I usually trust people but if they betray my trust I become a control freak. I am usually not a control freak but trust first of all, it is a dynamic. You need to gain trust and while you gain trust you have to control but once I gave you my trust it's fine.

61. Thinking about your direct, immediate coworkers, could you describe the dynamic that is going on? (who are you talking about)

So, first we are a small branch of 30 people, I have 8 colleagues that I interact with every day, subordinates. The dynamic is based on scheduled tasks but also ad hoc tasks, I am very open so I can approach them directly, I am very much about direct approach, if I need something I don't wait until the next meeting, and they do the same. They learned this and they do the same, we have an open door policy, everyone can come and if I really need to do something I close the door and everyone knows I cannot be disturbed. Otherwise the door is open to solve. Now with my boss we have the same, regular meetings but if I need something I pick up the phone and call them. I approach directly and try to solve and understand, that is my concept.

62. Is the outcome the only thing of interest to you or do you also care about the path to success?

I care about the path because I think about it longterm, if you just see the result you might lose the context.

63. Can you describe the procedure of a meeting and your role in it?

I lead all of my meetings except the client ones. Of course we have a predefined agenda, there are also other items where colleagues can come with their own issues. I never go to a meeting without an agenda for me preparation is key.

64. How important is communication for you and how is that implemented in your position?

Communication is critical, without it you can fail easily. Communication is key for a manager.

65. In your opinion, what makes a good employee?

First of all, as discussed, trust and loyalty is key, but it always has to be combined with knowledge. Field knowledge and also the open mind to learn more and not be related to a job de-

scription or a task that you have been assigned to. This is the mistake some people make, otherwise you will be stuck in your whole life. So you have to be open minded to learn more, be prepared to work. I always say you prefer attitude over knowledge because knowledge you can gain but if you have a bad attitude you can't change that.

66. Is your field of expertise a male dominated field and if yes why do you think so?

Yes. Because it is banking and this is common knowledge which is a male dominated field.

67. Can you briefly describe in what elements or sectors your company can be divided and which relationship you have to each sector.

I have everything from accounting to IT, back office and sales. Every other two weeks we have a management meeting where all those sectors come together. This didn't used to be the case but I introduced it two years ago because you have to communicate, communication is key.

68. Do you have the final word in your organisation and do you think it is important that one person has the final word?

No. I mean one has to decide but I think it has to be discussed. I don't have the final word, I have the final word in many instances but not all of them. With banking it is a little bit different because some things cant be decided by one person, it has to be discussed by a group. It depends, I think in any company at some point there is the CEO, the top of the company who can decide or a comity and sometimes this has to be important because decisions have to be made.

69. Would you agree that in the career aspect of your life, nothing works without hard work and therefore self-discipline?

Correct.

70. What qualities are essential for you in an employee and which would not be tolerable for you?

Wrong attitude is not tolerable, lack of communication, if one can do his job but cant communicate, lying is also not to tolerate. If you make mistakes you have to admit it and if you don't know you have to ask. I understand mistakes in jobs unless they are due to ego or pride or to show you are smarter.

71. Are men and women of different nature and how can that be seen in your every day life as a manager?

Yes, of course they are. We have different genetics, I mentioned that before.

72. Are there specific examples that would come to your mind that you experienced in your position, that would explain or show the differences in the nature of both genders.

Yes for sure, sometimes women are much more emotional unless you are trained enough to be stable. Sometimes men are ruthless making decisions without looking but I think it always good to have a good balance in your organisation. You can't always manage but you should try.

73. Do you trust that each workers moral standards are enough to make a positive outcome to your company or do you believe company intern standard measures have to be taken.

Look in big companies you cannot rely on moral standards you have to take measures. If it is a small company then it is different. But with a big company you have to align standards.

74. With which parts of the company do you have the closest relationship and how does that look like?

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75. What do you see as your role in your company?

I have a certain task to deliver revenue, stability to make sure to not have a bad reputation, regulators to be satisfied. Very clear tasks that have to be accomplished.

76. Its already quite common in the US that job applications are received without a name or photograph. What do you think of that and which social groups could benefit from this?

No, I have the name, I don't have a photograph, I don't have the age, gender, education. I know where you worked and I know that what degree status you have if you tell me but I cannot ask. If I agree with that, politically correct yes but personally no because for me it is necessary to know this.

77. Some people believe that it works best to educate workers according to the own perception. Do you think this is necessary?

No I think again, it depends on what type of organisation. If it is a big organisation like ours the organisation has its own culture and you have your own perception but you have to respect the culture of the organisation. If it is a smaller organisation it doesn't matter as much. But we all need to have our own perception, we are not robots, we need to think and feel but you have to comply with the culture the organisation wants.

78. Are you convinced that order and cleanliness on the individual working spaces should be based on the individuals perception or adapted to a basic norm of society?

This should be a rule.

79. Based on what factors would you measure the value of a character?

One should have values. To keep a word, to keep a promise. To have integrity and an open mind. Respect is critical.

80. Thinking about your leadership in your company, what picture comes to your mind?

I really don't know.