Flying Solo or Working Together? How are the Media Professionals Managed?

Perceptions of Heads of PR-agencies and Editors-in-chief

Jukka Matilainen
Master's thesis
October 2012
Department of Communication
University of Jyväskylä

UNIVERSITY OF JYVÄSKYLÄ

Faculty HUMANITIES	Department COMMUNICATION
Author JUKKA MATILAINEN	
Title: FLYING SOLO OR WORKING TOGETHER? HOW ARE THE MEDIA PROFESSIONALS MANAGED? PERCEPTIONS OF HEADS OF PR-AGENCIES AND EDITORS-IN-CHIEF	
Subject Organizational Communication and PR	Level Master's thesis
Month and year October 2012	Number of pages 113 + Appendices

Abstract

This research examines management/leadership of PR agencies and newspapers. The research topic is challenging as previous researches have not examined management of PR agencies but have concentrated on for example integrating PR with the management of client organizations. The current studies on newspapers and the media lack studies on management researches, that is, currently a more popular theme is to examine the media change and the future scenarios of print media. The theoretical background of the study combined theories of attention work with concepts such as push and pull-marketing to distinguish how public relations and journalism are both turning into pull-forces instead of the traditional push-format.

For the study, seven CEO's of PR agencies and seven editors-in-chief of different size newspapers were interviewed. The management/leadership practices of the interviewees were analyzed through phenomenography by creating categories of description of the management/leadership practices. Also the possible connections between changes taking place in the media and the management/leadership of media organizations were examined.

The results indicated that the management/leadership of media organizations did not represent the industrial-like management but generally these organizations lacked control of supervising and subordinates were autonomous. According to the results media organizations in general resembled *shared-access system models of leadership* (see Ehin 2008) and several leaders in media organizations are *coach-like*. This requires the managers to share liabilities evenly in organizations and advice subordinates only as needed. The managers also talked about cooperating rather than managing because the atmosphere in media organizations is rather collegial. The CEO's of PR agencies emphasized their financial liabilities and editors-in-chief their liabilities towards their news content. Altogether the media change has affected the work field of media organization but notably less the management/leadership practices.

Keywords
Management, leadership, attention work, PR, journalism

Depository
University of Jyväskylä

JYVÄSKYLÄN YLIOPISTO

Tiedekunta HUMANISTINEN	Laitos VIESTINTÄTIETEIDEN
Tekijä JUKKA MATILAINEN	
Työn nimi YKSINLENTOA VAI YHTEISTYÖTÄ? KUINKA MEDIAN AMMATTILAISIA JOHDETAAN? PR-AMMATTILAISTEN JA PÄÄTOIMITTAJIEN KÄSITYKSIÄ	
Oppiaine Yhteisöviestintä	Työn laji Pro gradu -tutkielma
Aika Lokakuu 2012	Sivumäärä 113 + liitteet

Tiivistelmä

Tämä tutkimus tutkii viestintätoimistojen ja sanomalehtien johtamista. Tutkimuksen aihe on haasteellinen, sillä aikaisemmat tutkimukset eivät tutki johtamista viestintäyrityksissä vaan keskittyvät mm. suhdetoiminnan (PR) integroimiseen osaksi viestintäyritysten asiakasorganisaatioiden johtamista. Sanomalehdissä johtamistutkimukset viime aikoina ovat taas jääneet vähemmälle, kun tutkimukset ovat kohdistuneet lähinnä mediamuutoksen vaikutukseen ja printtimedian tulevaisuusnäkymien arviointiin. Tutkimuksen teoreettinen tausta yhdisteltiin muun muassa käsitteistä huomiotyö ja *push* ja *pull* –prosessit, jotta voitiin painottaa media-alojen toiminnan muuttumista perinteisistä push-prosesseista pull-prosesseihin.

Kohdeorganisaatioina tutkimuksessa oli 7 viestinnän konsulttitoimistoa ja 7 erikokoista sanomalehteä. Viestintäyrityksistä haastateltiin toimitusjohtajia ja sanomalehdistä päätoimittajia. Haastateltavien johtamiskäytänteitä analysoitiin fenomenografisella tutkimusotteella luomalla johtamisprofiileista kuvauskategorioita. Lisäksi tutkittiin, onko viestintäyritysten johtamiskäytänteillä ja mediamuutoksella yhteys.

Tutkimuksessa nousi esille, ettei viestintäyritysten johtaminen puhtaasti edusta enää teollisista organisaatioista periytyviä johtamismalleja vaan yleisesti ottaen vastuu oli jaettu tasaisesti organisaation työntekijöille; suoraa käskemistä ja valvontaa ei esiintynyt ja alaiset olivat autonomisia. Tulosten perusteella viestintäorganisaatiot muistuttivat *vapaan tiedonjaon organisaatioita* (eng. *shared-access system*; ks. Ehin 2008) ja useiden johtajien profiili oli *valmentajamainen*. Tämä edellyttää johtajilta vastuunjakoa ja neuvonantoa tarvittaessa. Johtajat myös puhuivat mieluummin yhteistyöstä kuin johtamisesta, sillä ilmapiiri viestintäyrityksissä oli kollegiaalinen. Johtajilla viestintäyrityksissä korostuu taloudellinen vastuu ja päätoimittajilla vastuu lehden sisällöstä. Mediamuutos taas on vaikuttanut viestintäyritysten toimintaan, mutta vaikutus johtamiseen on vähäisempi.

Asiasanat Johtaminen, huomiotyö, public relations, suhdetoiminta, journalismi	
Säilytyspaikka Jyväskylän yliopisto	

Table of contents

1 INTRODUCTION

”Recession is a Christmas for PR-professional”, argued a leading journalist Antti-Pekka Pietilä referring to the changing media industry and complicated situation of newspapers (Mestariluokka –seminar 20.4.2009). According to Pietilä PR-professionals get their message in to their publics via newspapers easier nowadays when the personnel in newspapers is cut down. In addition to the dismissal of labor force the changes in media industry are significant. Newspapers are taxed for instance by financial pressure, their credibility is put to the test when their contents become more entertaining, Internet challenges the actions and contents of newspapers and citizens might feel citizen journalism more participating than traditional media (see Väliverronen 2009, 15-26).

The changes in media industry are also shown as the increase of media channels. Disintegration of media channels has led to a situation where newspapers have to produce contents more efficiently with less labor (Väliverronen 2009, 13). Technological development has shifted newspapers to Internet when advertising incomes have consequently reduced. However it has been argued that it’s vital for newspapers to gravitate to Internet that the advertisement revenues could be gained in future as well (Graham ja Smart 2010; Pincus 2009, 57; Väliverronen 2009, 21). Paradoxically, the newspapers have to increase their contents in the Internet where the news material is mainly free for everyone.

These changes and developments have changed also journalistic community and working habits. For instance partly economical, partly professional incentives nowadays favor group work in newspapers (Jyrkiäinen, 2008, 9). Team work in newspapers is justifiable because journalism nowadays requires knowledge and insights in multiple media platforms (see Deuze 2005, 452). Multiple media platforms again include knowhow of multiple formats (e.g. written word, videos, involvement of readers to comment and produce material) in the emerging fields of the Internet (Helle 2009, 99).

A new challenge for newspapers are also the so called 'citizen journalists', non-journalists e.g. bloggers and network communities that produce journalistic material without formality and journalistic distance to readers (Väliverronen 2009, 14). Pincus (2009, 54) even argues that we have turned into a public relations society: newspapers are losing revenues and forced to cut labor force and in a hurry an easy solution for reporter is to write a story based on facts offered by PR professional (Pincus 2009, 54; see also Väliverronen 2009, 14). Public relations professionals who traditionally have cooperated attentively with journalists may nowadays have to reconsider how much they need journalists as intermediaries to get their stories to publics (see Bajkiewicz, Krausb and Hong 2011, 329-331) as it has been argued that nowadays PR professionals are able to produce and publish material that resembles news material (Väliverronen 2009, 14).

Internet has also changed the perception of deadlines in newspapers: in the print media the deadline is usually fixed but in the internet the deadline is continuously on. This leads into a dilemma how the editors-in-chief, as carrying the contextual responsibilities of their newspapers, can monitor the context around the clock. Attendance in newsrooms 24/7 is of course not possible but leads into an interesting questions such as "are the liabilities in newspapers shared nowadays differently?" and "how are the editors-in-chief managing their organizations in the changing media environment?"

Overall, an interesting question occurs, what kind of management or leadership is required of balancing the turbulent situation in media organizations? One could imagine that the changes, as big as the changes in media industry would have been examined also in the theories of management of change but, remarkably, this field is very little examined. The studies relating to both leadership (or management) and public relations generally concentrate on in-house public relations and examine what are the potentials of PR to be part of management communication in client organization (see e.g. Hamrefors 2010; Meng 2012). A bit unexpectedly the studies concentrating on leading/managing the newspaper on the editors-in-chief –level are also difficult to find.

This research examines the management and leadership of media organizations. The two media disciplines, newspapers and PR professionals, have been chosen to this research that the phenomenon could be examined more thoroughly. At the same time the possible differences of these two media disciplines could be compared and on the other hand if any differences would not occur, the phenomenon could be mentioned not to be restricted in one media discipline only. However, the possible differences between these two disciplines are regarded during the research process.

Because the leadership and management of media organizations is very little examined the theoretical basis of this research will be gathered from the traditional, that is to say, often quoted leadership and management –models. Anyhow, traditional management and leadership models are argued to be originally designed for industrial businesses and may not suit *knowledge work organizations* (Sipilä 1996, 12; see also Huuhka 2004, 38-44; Ehin 2008, 337). For this reason the traditional leadership and management models are compared to alternative perceptions of leading a knowledge work organization, or as Sipilä terms them, an *expert organization*. According to Sipilä (1996, 23-24) expert organizations are for example newspapers, marketing & advertising bureaus and consult businesses, that is to say, the work in expert organizations requires a lot of analyzing, complex problem-solving methods and designing.

What comes to expert organizations, Sipilä (1996) argues that particularly leadership is required in these organizations where the personnel is the main asset. He also argues that personnel in specialized organizations are hard to lead because those led are colleagues and could be more competent than the manager (Sipilä 1996, 65-67). If the phenomenon of leadership in specialized organizations would be this straightforward this research would be grounded on Sipilä's (1996) perceptions. Empirical findings however differ.

For instance the studies of Kärreman, Sveningsson and Alvesson (2003, 70) indicate that managerial forms of control have remained in major knowledge-intensive firms. Their findings indicate certain regeneration of traditional management values such as “standardization of tasks and methods of working, reinforcing the exchangeability of individuals and units, and increased efforts to manage by numbers” (Kärreman et al. 2003, 70). Because the perceptions about leadership/management in knowledge organizations (or ‘expert organization’ according to Sipilä 1996) differ this radically, in this research both classical management and leadership styles are separated and compared to alternative perceptions of leading/managing specialized organizations.

This research represents inter alia the alternative leadership models of Karkulehto and Virta (2006, 149–154) about the *value-based leadership, story-based leadership* and *shared leadership* and also, for example, the perceptions of Hamrefors (2010, 146-151) about the *coach*-like leadership. Also an interesting notion of the non-hierarchical organization model, *shared-access system* (Ehin 2008, 343) is introduced and compared to the central findings of this study. All the aforementioned perceptions are notable because they include the idea of the change of liabilities in communication organizations. Consequently, a great challenge of this study is to examine how much the management/leadership of attention workers require traditional management and leadership actions and how self-regulating the attention workers are. Results of this research are compared to the previous theoretical perceptions and the phenomenon of leadership/management of journalists and PR practitioners validated on the grounds of both theory and empirical findings.

This research will be started by examining the current literature and perceptions of the working field of journalists and PR professional. The working field of journalists and PR professionals have been argued to change especially now when the different media grounds and channels have increased. The idea of the change of media field is simplified by dividing media field actions into *push* and *pull* –processes. This originally marketing-based model includes the idea of marketing specialists either pushing the information into their target groups or launching information or products that target groups are actively seeking, so to say, pulling customers and other target groups towards them. In all its simplicity this is the core of current media change: Internet has enabled people to seek and consume information and contents what they want to consume and media companies, for example television companies, have responded into this change by fragmenting their contents by targeting them to smaller target groups (Väliverronen 2009, 13).

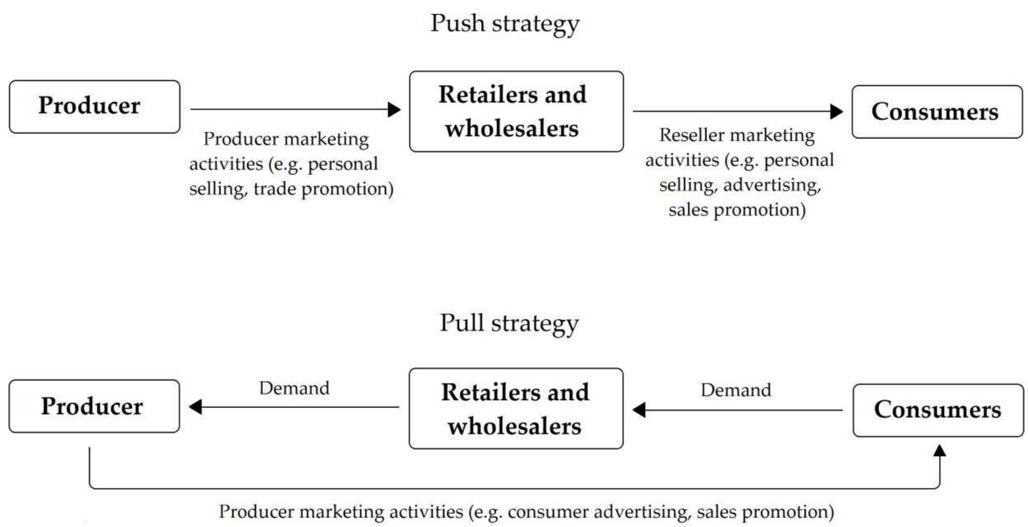


Figure 1. Push and pull strategies. Originally introduced by Kotler 1999, p. 778.

The idea of the changed media field is also shared by Davenport and Beck (2001) who have identified us living nowadays in an *attention economy*. In attention economy attention is the scarcest resource (Nordfors 2009, 11-15; Davenport & Völpel 2001, 218): the products are sold on the grounds of the attention the companies gain. Especially journalists and PR practitioners are argued to be at center stage of attention economy because they sustain themselves by brokering attention of their publics (Nordfors 2006, 9). Nordfors (2006, 8-9) has identified these center stage workers of attention economy as *attention workers*. However by far there are no studies that concentrate on managing/leading the attention workers so this research ought to answer this call.

In this research in all 14 media organization top manager will be interviewed. The research data will consist of seven heads of PR agencies and seven editors-in-chief. The interviewees will be interviewed by the semi structured interview questionnaire which will be created on the grounds of traditional and alternative management and leadership theories. Even though the traditional leadership and management models in this research are compared and separated explicitly the integrated and simultaneous nature of these theoretical models in practice is considered. The aim of this research is to create a suggestive model of the management/leadership phenomenon in the media field and reflect the occurring characteristics to the change in media industry. The suggestive model is created by qualitative analysis method, phenomenography. Besides that phenomenography aids to identify the management and leadership practices of these so-called attention workers (see Nordfors 2006, 8-9), it also enables the identification of the variation between different management and leadership practices (see Åkerlind 2012).

However, this research does not start from the examination of the theoretical perceptions of the management and leadership of communication specialists but introduces the work field of journalists and PR professional, the changes in media field and the reasons behind the change. The focus for the backgrounds is this strong because phenomenographic analysis requires a strong context for being valid. That is to say, the answers should not be regarded separate from the phenomenal context (Saaranen-Kauppinen & Puusniekka 2006). The changes in media industry might also be a strategic matter which has changed the perceptions and practices of the heads of PR agencies and editors-in-chief so that the changing media industry should be examined thoroughly in theory part for constructing backgrounds to this study.

This master's thesis is part of a larger research project "What is Expected of the Media?" conducted at the University of Jyväskylä in 2011-2012. The aim of this project is to examine if the expectations of the media organizations and their stakeholders meet. This master's thesis complements the *WEM-project* by offering the perceptions of the top managers of the media organizations.

2 ATTENTION – AN IMPORTANT COMMODITY FOR JOURNALISTS AND PR-PRACTITIONERS

Several researchers consider journalists and PR-practitioners as knowledge workers because they possess professional information that is required for accomplishing their tasks (Fagrell, Forsberg & Sanneblat 2000; Kupiainen & Leppänen 2009; Hiscock 2004). However as a category knowledge work is excessive. It has been stated to contain three quarters of the workforce (Ramirez 2006 according to Dahooie et al. 2011, 422). Dahooie, Afrazeh and Hosseini (2011, 436-437) even argue that every profession requires a certain level of knowledge.

The management/leadership of knowledge work is widely examined. However because the concept knowledge work contains a wide range of different professions (Dahooie et al. 2011, 436-437) it cannot be automatically assumed that professionals working in media industry and in knowledge intensive organizations (see Kärreman et al. 2003) are managed/lead the same way as other knowledge workers.

As an interesting point of view Nordfors (2006) has brought a new sight for defining these two media professions. He doesn't argue that journalists and PR practitioners wouldn't be knowledge workers but emphasizes that their main task does not necessarily possess as much professional information as other knowledge workers. According to Nordfors (2006, 8-9) their main task is to get their audiences attention. Consequently, Luoma-aho and Nordfors (2009, 6) call both of these two professions 'attention workers'.

Luoma-aho and Nordfors (2009, 6) argue that attention workers are explicitly for example journalists and public relations practitioners. Nordfors (2009, 14) argues how for example journalism is attention work because it sustains itself by brokering attention of its publics. Still journalists' prime mission is to generate knowledge (Nordfors 2009, 14) so journalists could also be considered as knowledge workers (Fagrell et al. 2000; Kupiainen & Leppänen 2009, 195). There are also several researchers that consider public relations as knowledge work because practitioners possess cultural and ethical knowledge (see Hiscock 2004, 110-113; Edwards 2008, 367; Lee & Cheng 2011). For this reason in this research journalists and PR practitioners are considered as knowledge workers but this definition is specified with recently identified hyponym 'attention work'. However there is no academic research that illustrates management and leadership of attention workers. Therefore, in this chapter the theories of attention work are contrasted to theories of knowledge work and management and leadership of knowledge workers. On the other hand both these definitions, attention work and knowledge work, are examined because they enable understanding of the fields of journalism and public relations.

2.1 Knowledge work and knowledge workers

The Oxford dictionary defines knowledge as facts, information and skills acquired through experience or education. In general knowledge work is considered as a profession where this acquired knowledge plays an important part of a particular job (Dahooie et al. 2011, 423-424). Knowledge workers are certainly for example doctors or lawyers (Godkin 2008, 109), researchers, engineers, teachers, or accountants (Dahooie et al. 2010, 424). Some common characteristics of knowledge workers are argued to be for example intellectual ability, innovating, analyzing, planning and education (Dahooie et al. 2010, 424).

However, Fagrell, Forsberg and Sanneblat (2000, 211) suggest that journalists, sales persons and real estate brokers are also knowledge workers, not ordinary knowledge workers but mobile knowledge workers. They argue that this is due to the fact that for example journalists possess local and situated information which is needed to accomplish coherent and coordinated results in the field of journalism (Fagrell et al. 2000, 211). Murray and Greenes (2007, 7) however claim that knowledge workers *in general* are more and more mobile because they are tending to be more loyal to their peer communities instead of their employer (see also Sipilä 1996, 58).

Kupiainen and Leppänen (2009, 195) in turn consider journalists creative knowledge workers: the working field of journalism has become more flexible and journalists are required to manage more wide-range basic information and handle multiple practices and methods. Godgin (2008, 121) shares somewhat this point of view by suggesting that journalists should be considered as a learning community where journalists teach each other. However Godkin (2008, 110-111) points out that journalistic work is not knowledge work in the sense like for example the work of doctors or lawyers. That is to say journalists can still be competent without a specific firm grasp of the theory underlining their profession (Godkin 2008, 109). Godgin (2008, 110-111) concludes how journalistic competency is focused much more in practice than theory; unlike for example doctors and lawyers who need wide range of esoteric knowledge for transacting their profession.

PR practitioners in turn are considered as knowledge workers because they use knowledge management in organizational processes that are dependent on staff interaction and cultural knowledge (Hiscock 2004, 110-113). This cultural knowledge is also argued to be the knowledge base of PR practitioners (Edwards 2008, 367-368). Cultural knowledge enables practitioners to use symbolic value and maximizes the benefit the symbolic value (socio-cultural knowledge) derives from both institutionalized and objectified forms of this so called cultural capital (ibid.). Public relations practitioners are also argued to have tacit knowledge such as ethical knowledge (Lee & Cheng, 2011). Lee and Cheng (2011, 48-49) argue that ethical knowledge is important for instance because it influences managerial decisions, shapes corporate culture, improves the credibility of public relations practitioners and shapes the image of the profession. They also argue how an ideal leader in public relations should possess high standards of personal ethics such as integrity, trustworthiness, truthfulness, courage, and empathy (Lee & Cheng, 2011, 59).

The management of knowledge workers has been widely examined (see e.g. Ehin 2008; O'Neill & Adya 2006; Gao et al. 2008). However, the results of this research are not meant to be generalized to consider managing/leading the whole spectrum of knowledge workers. This is because the concept knowledge work is vague and on the other hand it has been stated that every profession requires certain level of knowledge (Dahooie et al. 2010, 436-437). Because the results of this research consider only media industry, so to say, a marginal group of knowledge workers, an alternative perspective is considered. Journalistic work and public relations are regarded as attention work, a pseudonym for knowledge work.

2.2 Attention work and attention workers

Knowledge work has been defined as a mission that knowledge workers practice by generating and trading knowledge professionally (Nordfors 2006; 2009, 13-14). As the people working in the media and marketing industry hardly work for knowledge (Godgin 2008, 110-111) but trying to gain the attention of their publics, Nordfors (2006, 8) has suggested that these crafts together are compounded of *attention workers*.

Attention workers are argued to be people working for example in media industry or in PR or marketing. As the aim of attention workers is to generate, collect and trade attention, the success of attention workers is measured in the value of the attention they gain and control (Nordfors, 2006, 8). In the work field of attention workers attention is needed to be attracted and transferred into money: audiences' attention is needed for promoting products or services (Nordfors, 2006, 9). So to say, attention workers are for example PR practitioners, journalists, marketers, advertisers and lobbyists (Luoma-aho & Nordfors 2009, 6).

In this study only journalists and PR practitioners are examined because they represent explicitly the working field of attention workers and include also cooperation and same tasks as other attention workers e.g. tasks of marketers and advertisers (see Attaway-Fink 2004, 151). Also the ethical codes of journalism and public relations are argued to be very similar (Luoma-aho et al. 2009, 6). The relationship between journalists and PR-practitioners is an interesting theme for research because like Luoma-aho, Uskali and Weinstein argue, "PR represents a source (clients or organization) in same way that journalism represents readers, yet both broker attention" (Luoma-aho et al. 2009, 6).

Attention work is a rather new concept contrived by Nordfors (2006). It is also a concept that is very little examined. Therefore, in this research attention work is approached critically; the interview questions of this study also chart if journalists and PR practitioners are certainly working on attention rather than knowledge. This definition of Nordfors (2006) is still considered as an important regard because it could be the factor that relates different professions of media industry. Even though attention work is not considered as the main theme of this research it is regarded as an interesting notion of the turbulent environment of journalists and PR-practitioners.

Attaway-Fink (2004, 151) however asks an interesting question: is journalist working in advertising department a journalist or a writer for an advertising department? Today journalists work together with editors, advertising and marketing professionals for increasing revenues through advertising (Attaway-Fink 2004, 151). The standards of journalism have changed (Attaway-Fink 2004, 152), newsrooms are shrinking and journalists have drifted into crisis (Nordfors 2009, 6). Next a more specific and detailed description of the working environment of attention workers is observed by examining the working tasks and issues of journalists and PR practitioners.

2.3 Journalism – legalized profession or public right?

Through the separation between the control over the medium and the publishing of content, there has grown an uncertainty over who is a journalist (Nordfors 2009, 12). Hence it is important to specify this profession properly.

Oxford dictionary defines 'journalist' as "a person who writes for newspapers or magazines or prepares news to be broadcast on radio or television". Oxford dictionary description does not include Internet as a media ground of journalists. Merriam-webster dictionary in turn considers journalist as "a person engaged in journalism, especially a writer or editor for a news medium". Merriam-webster also adds that journalist is a writer who aims at a mass audience, so that Internet could be included into this description.

Godgin (2008, 118) argues that nowadays the freedom of the press belongs to anyone with a computer and possibilities to blog. Godgin also argues that "Moving towards professionalization by its very nature means accepting less journalistic freedom." By that he means that journalism associations cannot and even shouldn't police their members because journalistic autonomy is an impossible idea in an information technology age (see Godgin 2008, 118). What Godgin (2008, 120) also points out is that journalism does not easily fit any taxonomy. By that he however means that journalism do not present knowledge work. Even though Godgin (2008, 118) argues that today journalists have lost their journalistic monopoly to bloggers, Luoma-aho and Nordfors (2009, 6) highlight how whoever who publishes on the Internet is not necessarily referred to as a journalist.

In this research journalists are considered to be a specific community with specialized knowledge, established standards and ethics (Gall 2011, 185) with an attempt for financial benefits (Attaway-Fink 2004, 145-146) and considered as a group that works towards public interest and gets mandate from the audience (Luoma-aho & Nordfors 2009, 6). According to previous definitions the new writers e.g. citizen journalists, bloggers, wiki-writers and incognito corporate agents engineering grassroots-discussions (Luoma-aho & Nordfors 2009, 5; Miel & Faris 2008) won't fit into the description of *journalists* because they are not necessarily benefitting financially or working among established standards and ethics. Still their involvement in to the journalistic process cannot be ignored. Bloggers beside other public writers are indicated to have a significant influence on journalistic processes

(Jyrkiäinen 2008, 9; Väliverronen 2009, 68-69) and this again might be a matter that has an impact on the strategic matters of the newspapers.

In this research journalism is considered as an ideological and professional way for publishing content and journalism is considered to be driven by professional journalists. Journalism is examined through its interests which are argued to be operation within journalistic code of ethics (Society of professional journalists; Attaway-Fink, 2004, 151), and revenue seeking for newsrooms (Jyrkiäinen 2008, 8; Attaway-Fink 2004, 146) by collecting attention of audiences (Nordfors 2006, 9). Because journalism in general is however argued to be in change (see e.g. Maasilta 1999; Väliverronen 2009), in next chapter these changes are contrasted in current journalistic and chief editorial work.

2.4 The change in journalistic process and the influence of change on the conduct of newspapers

Journalistic code of ethics guides journalists to seek truth and report it, minimize harm, act independently and be accountable for readers, listeners, viewers and each other (Society of professional journalists; Attaway-Fink, 2004, 151). In the past the marketing and advertising sections worked in their own field and a mixture with journalism was considered as an invasion of ethical standards (Attaway-Fink 2004, 152). However, today journalists closely work with advertisers for increasing revenues through advertising. Senior editors are also argued to be more involved to departments outside newsrooms (e.g. marketing and advertising) than ever before (Attaway-Fink 2004, 146, 151). The amount of experiential and entertaining media material has grown and stories are shaped into more entertaining form (Jyrkiäinen 2008, 9). Today newspapers are easy to read and very often they feature sections that resemble magazines (Attaway-Fink 2004, 145).

A major shift in journalistic processes has been argued to occur in 1970's due to impact of marketing forces (Attaway-Fink 2004, 145). As newspapers were formerly managed like idealistic institutions, nowadays the management of newspapers resembles more management of business companies (Jyrkiäinen 2008, 8) seeking for profits (Attaway-Fink 2004, 146). Today newspaper industry uses surveys and focus group research that more segmented products can be produced on the grounds of publics' desires and as a tool to increase revenues and predicting changing values and attitudes of publics (Attaway-Fink 2004, 146, 151; Suhonen 2006, 141-162; Jyrkiäinen, 2008, 9). By predicting these changes newsrooms strive to win market shares from newsrooms that respond to changes afterwards (Jyrkiäinen, 2008, 9).

Nowadays journalists also have to shape their stories into several media platforms (Kupiainen & Leppänen 2009, 195; Jyrkiäinen 2008, 9). In other words they have to *synchronize* their stories into several media at the same time. The idea is also reinforced by media synchronicity theory (Dennis et al. 2008): medium and transmission form is chosen by the requirement of velocity, estimated need for parallel and simultaneous messages, possibilities to code message variously, possibilities to fine tune message before sending it and complete and retrieve the contents after receiving the message (ibid.). In other words media synchronicity theory suggests that by choosing the specific, "the right", media the message can be supported. Even though media synchronicity theory suggests estimating the right media for every content, new media can possibly provide capacities of several traditional media (ibid.). Nowadays content is also synchronized because media tends to produce more predictable contents (see Jyrkiäinen 2008, 9). It is still important to notice that not every journalist is working widely on every medium. There is still specific know-how within different news media (Jyrkiäinen 2008, 9; Olkinuora 2006, 37).

Multi-tasking is observable also in the conduct of newspapers. Different kind of lifestyle sections have increased in newspapers and journalists who write these sections call themselves producers rather than journalists (Kolari in Väliverronen 2009, 150). Kolari (Väliverronen 2009, 150) argues that this is however a more significant change than just a change of title. Generally producer is directly accountable to boardroom and also heads the others. The task of producer resembles the task of chief editor and sometimes producer takes the place of chief editor. The know-how of different journalistic tools and close relations to marketing sections has evolved producers into multiskilled persons who are financially responsible of their sections. (Kolari in Väliverronen 2009, 150-159.)

As the change in media industry, especially multitasking, has been argued to change the editorial work (see e.g. Väliverronen 2009, 150) it is interesting to examine if the changes have reflected to chief editorial work as well. However, the researches concentrating on the work of editors-in-chief are very few. For this reason the chief-editorial work is next introduced in a more general level by presenting their working field and their demand for adhere to certain liabilities and responsibilities. The possible effect of media change on chief-editorial work is contemplated more detailed in the results section of this study.

2.4.1 Chief-editorial work

The working field of editors –in-chief has been stated to include for example personnel management, meetings, communication with different interest groups, tasks of representing and follow-up of budget (Toiviainen in Maasilta 1999, 96). Editors-in-chief in general are also argued to be former journalists because journalistic work needs expertise in practice; editors-in-chief as former journalists know what they can demand from subordinates (Rentola in Maasilta 1999, 54-55). Also good writing skills and visionary interpretation of newspapers content is crucial in chief editorial work. Generally journalists however are not educated as leaders but expertise in conduct comes through practice. Aforementioned regards lead to the fact that editors-in-chief may have much power when it comes to deciding the content of newspaper but actually little power in directing practical issues. They may have regarded how they change the annoying little details which have irritated journalists for a long time but in reality budget, trade union, legislation and employment contracts dictate rather specifically what they can do and what they cannot. (Rentola in Maasilta 1999, 54-56.)

Rentola (Maasilta 1999, 55) however considers the media change as a challenge for modern editors-in-chief: The good writing skills are not enough when heading newspaper with different expertise (e.g. layout, artwork, multimedia) because conduct requires the knowhow and understanding of newspaper operations at large. The role of editor-in-chief also requires knowing of spheres that are often unfamiliar to average journalists. For example in Finland editor-in-chief may also run the newspaper as CEO. This again requires the knowledge of financial matters as the editor-in-chief as a CEO has budgetary responsibilities. However, as the working field and, for example, budgetary responsibilities of editors-in-chief in Finland may vary, the results of this study also touch on the variation between different liabilities.

Besides the financial responsibilities towards shareholders, the tasks of editors-in-chief include statutory responsibilities. The statutory responsibilities require editors-in-chief to be liable for the content of the newspaper. The role of chief editor is to align contents of publications, act ethically on the grounds of journalistic code of ethics and observe statutory responsibilities of his/her field of operations. For example the Finnish constitution law sets that a publisher has to designate a responsible editor for a periodical or a network publication:

> *"It shall be the duty of the responsible editor to direct and supervise editorial work, to decide on the contents of a periodical, network publication or program, and to see to the other tasks assigned to him or her by this Act." (Finlex 13.6.2003/460).*

Finnish constitutional laws related to chief editors' field of operations and his/her supervisory duty concern editorial issues such as official announcements, rights to reply and correction, confidentiality of sources and issues concerning a violation of honor and privacy. A sentence of editorial conduct is a fine. (Finlex 13.6.2003/460.) In this research the possible statutory differences between different countries are not examined because the research data contains only Finnish editors-in-chief.

In Finland the statutory responsibilities are the same for every editor-in-chief but there is a possibility that for example budgetary responsibilities between different editors-in-chief vary. This is because, as already mentioned, some Finnish editors-in-chief may run their newspaper also as CEO and their task explicitly contains financial actions. Consequently, statutory and financial responsibilities are also discussed on the Results section of this study. Chief editorial work again is examined more specific in the chapter 4 when the management and leadership theories are reflected to the conduct of the newspapers.

As already mentioned earlier, this study contains an examination of two media disciplines, newspapers and public relations. Now that the journalism and chief editorial work is introduced from the external motives (the change in news industry) to internal motives such as the liabilities of editors-in-chief, the other discipline, public relations is introduced.

2.5 Public relations: traditional and new ways of influence

Public relations in general is argued to refer to functions focused on building and maintaining relationships between organization and its key publics (Ledingham & Bruning 1998, 56) and PR practitioners are to have an influence on public debate and frame the public discussion (Dan & Ihlen 2011, 368-369). Framing the public discussion is argued to be efficient only if practitioners foster values and norms of surrounding culture (expectations of journalists and publics) and understand the news value and needs of journalists (Dan & Ihlen 2011, 382-384). Dan and Ihlen (2011, 383) close up how "practitioners need good writing skills, accurate information and a knowledge of storytelling and the social construction of reality".

The traditional way of public relations has been 'pitching', that is to say, actualizing media influence via journalists (Waters et al. 2009, 242). What comes to this traditional way of influence, Pang (2010, 194-196) has covered three essential problems that might cause misunderstandings between journalists and PR-practitioners: practitioners do not understand what journalists want, practitioners do not understand journalistic work or practitioners do not understand media relations. However the future issue might be much more complex: besides that practitioners have to understand the journalistic work (Pang 2010, 194-196) they might also have to debate how much they need journalists (as intermediaries) for getting their message to audiences (see Bajkiewicz et al. 2011, 329-331).

Pang (2010, 193) asks a very important question: how do practitioners nowadays practice media relations with proliferation of diverse media platforms, engaging both online and traditional media? PR practitioners have multiple ways to promote their message: general and formal media activities such as regular seminars, press meetings, conferences (Pallas & Fredriksson 2011, 171), press-releases, announcements, e-mails, social media (Taylor & Kent 2010, 207-209; see also Sweetser & Kelleher 2011, 425) and blogs (Porter et al. 2007). Last-mentioned are argued to be increasingly important tools for PR-practitioners (Wright & Hinson 2010); social media is an online tool that includes interactive sites like Facebook, MySpace and LinkedIn, as well as blogs, podcasts, message boards, online videos and mobile telephone alerts (Taylor & Kent 2010, 209). What comes to blogs, Porter, Sweetser Trammell, Sung and Kim (2007, 94) found out that practitioners who blog consider themselves to have more expertise and prestige power than those who do not blog (Porter et al. 2007, 94). Bajkiewicz et al. (2011, 330) have even found out that practitioners nowadays cooperate less with journalists because of the possibilities to influence via social media.

In spite of the rapid growth of social media and its influence on PR practitioners' job, Wright and Hinson (2010) have found out in their five-year research that PR practitioners rate traditional media as more accurate, credible, and ethical than social media or blogs. Still social media was considered as an effective and low-cost way to develop relationships with various strategic publics, serving as a watchdog for traditional mainstream media and impacting corporate and organizational transparency (Wright & Hinson 2010). Koponen (2009) argues how enhancing corporate transparency with social media actions again is a strategic matter which should be regarded in managerial level in organizations. According to Koponen (2009) social media, as a strategic management tool, offers possibilities for example for activating and committing important interest groups and enabling the genuine two-way communication with organizations stakeholders.

What comes to conceptual connection between management and public relations, public relations at large has been considered to be tightly intertwined to management practices. Khodorami (2009, 529) for instance argues how the word "management" is commonly used word within different scholars of public relations. Also Ledingham and Bruning (1998, 56) stated already one and a half decade ago how PR was facing a conceptual change, moving from communications activity towards "management function that utilizes communication strategically". Nowadays there are several other researchers who identify PR as a management function or at least a function that should be tightly intertwined to management functions (see Khodorahmi 2009; Lages & Lages 2005; Lages & Simkin 2003; Raupp & Ruler 2006; Hamrefors 2010).

Even though PR nowadays is considered tightly intertwined with management practices (see Khodorahmi 2009; Lages & Lages 2005; Lages & Simkin 2003; Raupp & Ruler 2006; Hamrefors 2010), the aim of this research is not to examine the relationship between PR and the management in client organizations of PR agencies. Even though the regard of the increase of management practices in public relations is important, this research aims to examine the management and leadership in PR consultancy level, not the PR client level (cp. Lages and Simkin 2003, 305; Grunig 1992, 312-320).

2.5.1 Managerial PR in public relations consultancies

Grunig (1992, 312) has divided PR as either in-house craft actions (carried out by communication specialist or manager of an organization) or outsourced consultancies' actions. It should be noticed that this research focuses on PR consultancies and examines how the practitioners in PR consultancies are managed/led. That is to say this research does not examine organizations that consultancies are working for, neither concentrates on the consultancy-client –relationship - though results might contain also these topics.

Consequently, Lages and Simkin (2003, 305) have noticed that external consultants and their influence on shaping PR practice have never been examined per se. Academic research also seem to lack studies that concentrate on managing/leading PR practitioners in *consultancy level* (cp. Grunig 1992, 312-320). Only very few studies touch on this subject. For instance Lages and Lages (2005, 111-115) have examined managerial public relations and identify PR also in consultancy level. However they do not specifically examine how consultancies are managed but identify managerial public relations as a strategic role of PR practitioner whose assignment include strategic decisions typically carried out at the managerial level of client organization (see also Lages & Simkin, 2003).

Grunig (1992, 285-313) also touched on this subject by differentiating *craft PR* and *professional PR*. Even though he only touches on management of consultancies, he offers an interesting point for a ground of examination of this subject. He suggested that professional PR, carried out by PR practitioners working in consultancies, balance between asymmetrical and symmetrical tactics. Grunig (1992, 289) argued how the two-way asymmetrical tactic is used for motivating and persuading the publics and two-way symmetrical tactics "makes use of research and other forms of two-way communication". After Grunig's research Internet has however revolutionized the world by offering new tools for PR practitioners. For example Malhotra (2005, 13) has identified new tools to technology-push and strategic pull processes. Push processes are used for pushing data, information, decisions, innovations e.g. to target groups and pull processes are to sense strategically the real needs of audiences and target groups (Malhotra 2005, 13). Without researches it is impossible to say has this transformation of media field affected working atmosphere of PR consultancies and since, the management/leadership practices of PR consultancies.

Because there seems to be no research that concentrates only on managing/leading PR consultancies, this subject is examined through traditional management and leadership models and they are compared to more recent theories of management and leadership. In addition this research examines also the tools of management of PR consultancies by differentiating them to *push* and *pull* operations.

3 PUSH AND PULL OPERATIONS MODELS

Mark Bonchek (2012) argued in Harvard Business Review blog how "in a social age people don't like to be pushed". He has noticed how top brands like Google, Apple and Nike have created business models based on pulling rather than pushing. Bonchek highlighted Google, Apple and Nike because they offer free services such as Google search engine, Apple iTunes music manager and Nike+ running community. These companies don't charge for using these platforms but pull customers in a sphere of influence of their advertising and products. These free platforms of Google, Apple and Nike are one solution to attract 'digital native' users that are used to accessing content on the Internet for free (cp. e.g. Graham & Smart 2010, 196).

The concepts push and pull operations models came to marketing from logistics and supply chain management (Hinkelman 2005, 144). In marketing push operations model concentrates on forecasting the demand of products or services as against pull operations model reply on demand of products or services (Leavy 2010, 8; Kotler, Armstrong, Saunders & Wong 1999, 777-778). As the following figure (introduced by Kotler et al. 1999, 778) demonstrates, the push operations model is used for "pushing" the message or product through distribution channels to final consumers. In push operations model marketing is directed towards retailers and wholesalers for promoting the product to final consumers (Matsatsinis, Grigoroudis & Samaras 2007, 357). In pull operations model marketing promotion is directly targeted towards final consumers (Matsatsinis et al. 2007, 357) and resources generated on demand of customers' needs (Leavy 2010, 7).

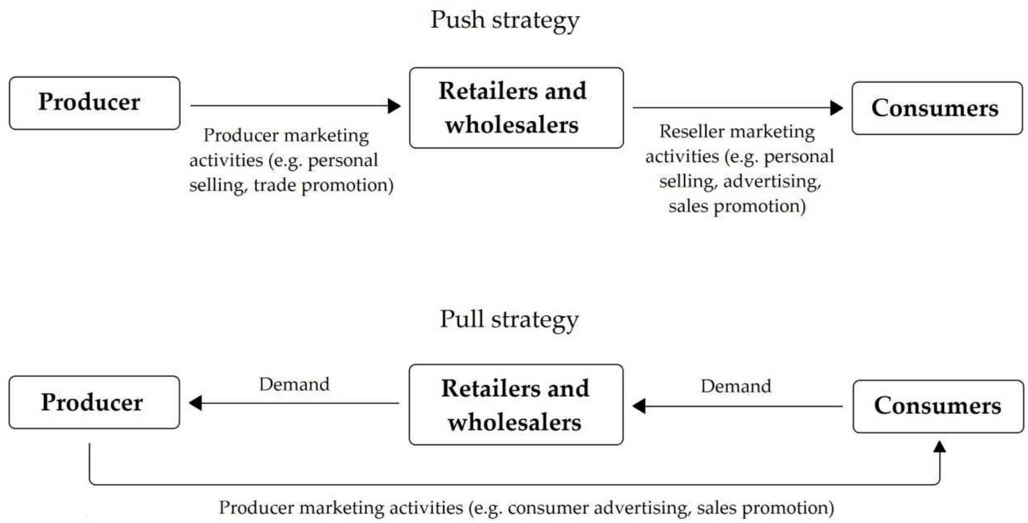


Figure 1. Push and pull strategies. Kotler, Armstrong, Saunders & Wong 1999, p. 778.

Hagel (interviewed by Leavy 2010, 8) argues that this kind of forecasting by push operations is difficult whilst by pull operations it is easier to prepare people and resources on unexpected opportunities and challenges. Hagel (Leavy 2010, 9) also argues that in the *world of push* unexpected challenges are viewed threatening whereas in pull strategy companies they are considered as "opportunities to experiment, innovate and drive performance to new levels". However Matsatsinis et al. (2007, 344) point out that in real-life systems marketing usually starts with push operations and later on combines the advantages of both push and pull operations.

As these operations are based on forecasting the demand (push) versus answering to the demand (pull) (see Leavy 2010, 8) they can be analyzed in many levels. For example Malhotra (2005) has studied launching and marketing new innovations in a strategy level and divides push and pull strategies into technology-push and strategy-pull. While technology-push predefines and pushes data, information, decisions, innovations, products e.g. to audiences and target groups, the idea of strategy-pull is to sense and respond to real needs of audiences and target groups (Malhotra 2005, 13). Schmidt (2007, 11), however, determines push and pull strategies through channels the message is either pushed or pulled. As the way of pushing the promotion is doing it via mass communication, such as trade advertising and press release, direct mail and sales collateral, pull strategies let the customer decide what information he/she and when wants to get. This is of course due to Internet and search engines (Schmidt 2007, 11; Sands 2003, 31).

Sands (2003, 31) has examined more specific levels of push and pull operations on the Internet and highlights how search engines in the web present pull –operations. People are using search engines on the grounds of their own interest and search results direct them to specific web pages. That is to say, if companies manage to score their web page highly in the search engines they may use this as a strategy to *pull* visitors in (Sands 2003, 31). According to Sands (2003, 32) one very typical push operation in Internet is to send promotional message like e-mails or e-newsletter to e-mail list (see also Schmidt 2007, 11).

Sands (2003, 32-34) however points out that there should be a balance between general information and commercial nature: e-mail contents like for example have to offer information that interest receiver, not only content with pure commercial nature which could be easily considered as spam. Schmidt (2007, 11) in turns suggests that information in push strategy can be camouflaged into pull operations by letting the audience decide what information they want to get, for example via RSS (Really simple syndication).

3.1 Social media - a representative of pull operations

Social media is a representative of pull strategy. As traditional media (TV, radio, print media) pushes information towards its audiences, social media is argued to be user-generated (Wright & Hinson 2010) and people themselves seek information and decide what contents they want to view and share (Dutton & Blank 2011, 21-22, 43). In other words, people *pull* information towards them.

Social media is a common noun for services that site on the Internet and enable networking of people and two-way communication (see e.g. Verhoeven, Tench, Zerfass, Moreno & Verčič 2011). Established online tools such as e-mail and intranet (Eyrich, Padman & Sweetser 2008, 413), blogs, micro-blogging & video sharing sites and specific social media websites for instance represent social media (DiStaso, McCorkindale & Wright 2011, 325; see also Verhoeven et al. 2011). Currently some of the most popular of these sites are for example Facebook, Twitter, Youtube and LinkedIn (Muralidharan, Rasmussen, Patterson & Shin 2011, 175; DiStaso et al. 2011, 325; Sweetser & Kelleher 2010, 426).

Many researchers have offered significant numbers of social media growth and influence on daily communication (see Wright & Hinson 2010; Verhoeven et al. 2011; DiStaso et al. 2011). Social media is also seen as a complement to traditional media (Wright & Hinson 2010). Wright and Hinson (2010) list how social media has evolved into wide range of different forms including "text, images, audio and video through the development of forums, message boards, photo sharing, podcasts, RSS (really simple syndication), search engine marketing, video sharing, wikis, social networks, professional networks and micro-blogging sites".

Social media has changed both journalism and public relation practices (see e.g. DiStaso et al 2011, 325; Wright & Hinson 2010). There are several cases that point out how worldwide major news are reported first on social media and on micro-blogs (such as Twitter) and then reported in traditional media (see Wright & Hinson 2010). As examining the changing environment of PR practitioners, social media could have also a facilitating impact on two-way communication between organizations and their publics (Wright & Hinson 2010; DiStaso et al. 2011, 325). DiStaso et al. (2011, 326) argue how organizations must go and communicate where their stakeholders are. They also point out how one of the greatest risk is to "ignore social media and to allow conversations to happen without awareness or participation." Bajkiewicz et al. (2010, 330) have even found out how communication and interaction between journalists and PR practitioners have become more effective because of the social media.

However researchers do not agree the effectiveness of social media as a PR communication tool. While Taylor and Kent (2010, 212-214) consider social media as far too little examined communication tool with too optimistic forecasts, several researchers (e.g. Bajkiewicz et al. 2010; Briones et al 2011;

Verhoeven et al. 2011) suggest how social media has changed evidently the function of public relations. In spite these arguments, Wright and Hinson (2010) have found out that PR practitioners rate traditional media as more accurate, credible, truthful and ethical than social media or blogs. However Wright and Hinson (2010) also argue that this new media has changed PR practice dramatically by giving practitioners new and dynamic media that could be used to communicate effectively with a variety of internal and external audiences. However downsize of social media is argued to be bloggers and citizen writers who can be a threat for practitioners. This is due to that bloggers have different interpretations and a new kind of power to influence on public affairs (Dan & Ihlen 2011, 369).

Koponen (2009) suggests that social media should also be considered as an important tool for management. Currently the usage of social media in business organizations is not consistent and the slender usage of social media is generally concentrating on marketing and casual communication. Social media, as a strategic management tool, however is argued to enable for example activating and committing important interest groups and the genuine two-way communication with organizations stakeholders. What comes to organizations' success and development, Koponen (2009) suggests that social media may rise as a pivotal communication element in future as the empowering and interactive communication culture takes place. (Koponen 2009.)

However the research of the possible influences of social media to management and leadership practices of newspapers and PR consultancies is currently lacking. This research aspires to examine how the top level managers take the social media (as a pull process) into consideration and does it have any effect on their management and leadership practices.

3.2 Push and pull operations models in journalism and PR

By far there is no academic research that identifies push and pull operations specifically in journalism or public relations. Therefore, in this chapter several push and pull researchers' theories are applied interdisciplinary and collected into two converging charts. Thereafter in next chapter the push and pull processes are reflected to managerial work field by dividing the concept into push management, pull management, push leadership and pull leadership.

3.2.1 Push and pull journalism

Push operations in journalism are based on pushing the information to audiences. News coverage certainly goes hand in hand with public discussion but traditional coverage resembles one-way transmission: mainly newspapers send information to audiences by forecasting the demand of news contents consuming. Traditional advertising again goes hand in hand with traditional one-way coverage; newspapers net a big part of their revenues from advertising (Graham & Smart 2010, 196-197; Berte & De Bens 2008, 698). One-way coverage still does not rule out the usage of demographic and psychographic data for targeting specific contents to specific target groups (see Attaway-Fink 2004, 145-147), forecasting the consuming of news contents and reflecting the supply by consumption.

What comes to journalistic pull operations consumers search for news on the Internet more than before (Dutton & Blank, 2011, 21), so newspapers have to produce even fragmented content for special target groups and in the end produce material for individuals with specific interests (Suhonen 2006, 147-149; Graham & Smart 2010, 197). Nowadays every consumer can even control their news contents for example via RSS (see Schmidt 2007, 11). Even though this kind of fragmentation has been argued to bring huge challenges for newspapers Internet has also enabled co-creation of news content with consumers, bloggers and social media users (Graham & Smart, 2010, 196-198). Brettel and Spilker-Attig (2009, 176) have even found out that on-demand channels in advertising have stronger effect on short-term success than push-channels. On the other hand 'digital native' youth are accustomed to get information and news from the Internet for free which is a big challenge for newspapers' revenue seeking (see Graham & Smart 2010, 196).

The theoretical perceptions of this chapter are condensed to the following chart.

Push journalism	Pull journalism
• Informing, one-way coverage (see e.g. Graham & Smart 2010, 196-197) • Traditional news advertising (see e.g. Graham & Smart 2010, 196-197; Berte & De Bens 2008, 694-698) • Consumers' needs are satisfied by reacting to demand (Graham & Smart 2010, 197; Attaway-Fink 2004, 145-147)	• Conversation and genuine interaction with audiences (see e.g. Graham & Smart, 2010, 196-198) • Story ideas come also from audiences, consumers, bloggers and social media (Graham & Smart, 2010, 196-198) • Content is organized on the grounds of individuals' interests; "on-demand" –thinking (Graham & Smart 2010, 197); more fragmented contents than before (Suhonen 2006, 147-149) • Pull journalism tools: RSS and search engines (cp Schmidt 2007, 11)

Chart 1. The push and pull processes in journalism.

3.2.2 Push and pull PR

What comes to public relations, a traditional way of influence in PR has been pushing the information to key stakeholders via journalists (Waters et al. 2010, 242) and a very typical push operation of PR has been for example sending promotional messages like e-mails or e-newsletter to e-mail list (Sands 2003, 32; see also Schmidt 2007, 11). As mentioned earlier, offering story ideas to journalist is also called ‘media pitching’ (Waters et al 2010, 241-242).

Also pull operations in public relations comprise of consumer-centered idea where consumer decides what contents he/she wants to receive and share. However the main difference to PR push processes is that pull processes do not require journalists as intermediaries for getting the message to audiences. PR practitioners’ new tools are social media, blogs, Internet search engines and various RSS-inputs (see Sands 2003, 31; Schmidt 2007, 11). Consequently consumers seek more and more often news from social media and blogging services (Graham & Smart 2010, 197). Ongoing development of online media however has led to a situation where practitioners are used as sources and possess more and more pivotal role in story topic formation. What comes to journalistic work, PR consultants are often considered as assistants rather than story formulators or agenda-setters (Luoma-aho et al. 2009, 6). The push and pull processes in public relations are condensed into the Chart 2.

Push PR	**Pull PR**
• Message is ‘pushed’ through traditional news media (Waters et al. 2010, 242) • ”Media pitching”, i.e. offering story ideas to journalists (Waters et al 2010, 241-242) • Press releases, e-mails, and other direct contacts initiated by PR practitioners (see e.g. Sands 2003, 32; see also Schmidt 2007, 11)	• Conversation with media and either directly or indirectly with audiences and individuals • ”Media catching” i.e. journalists use PR-practitioners as sources (Waters et al 2010, 241-242) • Pull PR tools: Social media, blogs, Internet search engines, RSS-input (Sands 2003, 31; Schmidt 2007, 11)

Chart 2. The push and pull processes in public relations.

Because the working fields of journalism and public relations have faced renewals this big, one of the main tasks of this study is to examine whether these aforementioned operation models are connected to management and leadership in journalism and public relations. These charts are used for analyzing the final results of this research.

3.3 Push & Pull management/leadership

In media industry both push and pull strategies are in use (see e.g. Waters et al 2010, 241-242; Sands 2003, 31; Schmidt 2007, 11). However, Hagel (interviewed by Leavy 2010, 7) argues that pull strategy is more than just a changing communication platform in media industry. He states how pull strategy is a way for management to attract people and resources that one wouldn't even know to exist. Denning (2010, 14-15) shares the idea but more specifically differentiates push and pull management and leadership. He argues that push management is to forecast the demand of products and services and managers' job is to organize resources and tell employees what to produce. Then management communicates with the mass markets by spreading messages that persuade people to buy the company's product (Denning 2010, 14-15). Because push management is generally focused on one-way communication the understanding between sender (management) and receiver (customers) is argued often to be different what management really intended (Denning 2010, 15).

Pull management in turn is to set goals for interactions with others and to form new perceptions of how to interact with different audiences of different sizes. Pull management is about understanding how the different audiences construct their world and perceptions through their relationships and interactions, conversations and dialogues. Pull managers have to understand the general view of changing environment, recognize the emerging conflicts, "potholes, misinformation, and new high-value ideas". Aforementioned activities consider both external and internal stakeholders. (Denning 2010, 15-16.)

Pull leadership also requires the spreading of the company message ensuring that people spread the message. Leaders' requirement is to learn how to accelerate and control change within important communities. According to Denning (2010, 16) this happens by creating social networks in order to create solutions with social groups which are not afraid of challenges. Pull leadership also requires an understanding of what a leader should do to make labor force to adopt the company's goals (Denning 2010, 15-16.)

Push management is argued to be peculiar to push strategy business and pull management to businesses that have adopted pull strategy (Denning 2010, 15, 19; Leavy 2010, 10). Denning (2010, 15, 19) has even argued that pull strategy business differentiate radically from push strategy businesses because "pull management poses the complex challenge of delivering steadily increasing value to customers and engaging employees and customers in conversations" whilst in push strategy businesses the conversation is restricted to one-way communication. Denning (2010, 15) concludes how these different strategy environments also require radically different kind of leadership.

Hagel (Leavy 2010, 10) also supports the perception of how push and pull strategies are characteristics in different (push and pull) environments. Still it is possible to change strategy from push to pull – even though it is argued to be difficult and may require deep changes in organizational processes (Hagel et al. 2010, 6-29). This shift also changes the managerial job (Leavy 2010, 10). Hagel however (Interviewed by Leavy 2010, 10) argues how "this transition is inevitable under conditions of uncertainty because 'pull' increases flexibility and it provides a more supportive environment for innovation and talent development".

Still this does not explain the complex environment of attention workers. In media industry both push and pull strategies are in use (see e.g. Waters et al 2010, 241-242; Sands 2003, 31; Schmidt 2007, 11) but Hagel (2010) and Denning (2010) consider push and pull strategy leadership and management characteristics occurring in either push or pull environments. However, a substantial question is if the media push and pull channels should be examined separately from the push and pull management and leadership concept. It would be even paradoxical to claim that the pull leadership wouldn’t use the pull channels, such as e-mail, for achieving the goal. Necessarily the issue is not the single channels but the way the managers are using their media tools and communication skills. This leads to the initial idea of Kotler’s (1999, 778) understanding the difference of demand forecasting and genuine interaction with receiver. In this study, however, push and pull models are examined both on operational and strategic level. The connection between these two levels is discussed later on in the analysis section. However, before the accurate analysis of results it is important to examine the theoretical perceptions of the managerial work field of journalists and PR-professionals more properly.

4 MANAGEMENT AND LEADERSHIP IN COMMUNICATION SPECIALISTS ORGANIZATIONS

Knowledge-intensive firms are argued to differ from traditional organizational structures (Huggins & Weir 2012, 96-97; Kärreman et al. 2003, 70). Frequently also management in knowledge-intensive firms is argued to lack bureaucracy and managerial control. Empirical findings however differ and some studies even claim that managerial forms of control have maintained in major knowledge-intensive firms. (Kärreman et al. 2003, 70.)

Because of the adversarial nature of perceptions about management in knowledge-intensive firms, this study does not assume management and leadership profile of newspapers and PR agencies consist of certain management or leadership practices. Definition is complex also because understandings of the nature of journalistic and PR-practitioners work vary (Fagrell et al. 2000; Kupiainen & Leppänen 2009, 195) and there is no academic research explicitly concentrating on management and leadership of *attention workers*.

In this chapter several researchers' traditional management and leadership theories are examined and reflected to perceptions of alternative management and leadership theories. Thereafter both traditional and alternative management and leadership theories are reflected to researchers' perceptions of management/leadership practices of journalists and PR practitioners.

4.1 Management

Management has been commonly explained through its functions and activities (see Mintzberg 1997, 132-135; Kotter 1990 & 2001, 86; Lunenburg 2011, 2). Generally speaking management is a responsible position and act of controlling an organization (Lunenburg 2011, 2) but when examining the functions and activities of management, Mintzberg (1997, 132-135) for example considers management to consist of communicating, controlling, leading, linking (networking and creating contacts) and doing (supervising, negotiating and executing). Kotter (2001, 86) in turns has listed management to consist of planning, budgeting, organizing, staffing, controlling and problem solving.

All the previously mentioned acts of management are the way to actualize the aim of management which is to stabilize the organization and its functions (Kotter 1990; Lunenburg 2011, 2), reduce costs and improve efficiency (Rowe 2010, 1105). Management is also argued to desire for stasis, order and the present for maintaining the stillness and steadiness of organization (Rowe 2010, 1102). Managements function is to engineer organizational structures with a way that the structure sustains stasis and to separate organizational parts thus become manageable (Rowe 2010, 1102-1105).

In this research management is considered as a responsible and executive position in an organization which is driven for instance by all the previously listed functions and actions. However the current researches concentrating on management of newspapers and/or PR agencies are difficult to find. The researches of newspapers currently seem to concentrate on the changes in media industry and on their impact to the newsrooms (see e.g. Graham & Smart 2009; Bajkiewicz et al. 2010; Berte & De Bens 2008) but the researches that concentrate on the management of newsrooms currently are lacking. Generally studies of management/leadership of public relations concentrate on in-house public relations and examine what are the potentials of PR to be part of management communication and leadership in client organizations (see e.g. Hamrefors 2010; Meng 2012). Hence the possible management functions identified in this study create new perceptions of the management ground of attention workers. However, because the studies concentrating on management of newspapers and PR agencies are scarce, the grounds of the management practices are collected from traditional, that is, often quoted perceptions of management practices. These practices are more precisely introduced in chapter 4.3 when presenting the occurring differences between the concepts management and leadership.

4.2 Leadership

Chemers (1997, 1) argues how leadership would be widely accepted by a majority of researchers as a social influence process in which "one person is able to enlist the aid and support of others in the accomplishment of a common task". This definition appears to be simple but Chemers (1997, 1) highlights how reality, dynamic environment, interpersonal (e.g. communication, influence and attraction) and intrapersonal (e.g. emotions and thoughts) factors make it very complex.

Generally leadership is argued to concentrate on difference, change and the future tends towards contradiction (Rowe 2010, 1103; Kotter 2001, 86). Functional leadership method requires supportive people-oriented behavior that refers to positive attributes such as open communication between leader and led, trust and respect (Rowold, 2011, 630).

Several researchers argue how *leaders* are superior to followers and possess a high position in organization (see Nienaber 2010, 664). This is still not a received perception because leadership is also considered not to be restricted to people in particular positions or roles (Darling and Nurmi 2008, 207). That is, Darling & Nurmi (2008, 207) claim that anyone from the bottom to the highest top can operate as a leader in organization. Also McGurk (2010, 458) mentions that whatever the level of manager is operating he/she still needs "leadership" skills to communicate objectives to staff and to motivate them to deliver or surpass expected levels of performance. Lunenburg (2011, 1) in turns argues that leaders are those people who are not in management positions – they are the leaders of management. Lunenburg (2011, 2) adds how leaders forge vision and managers realize it.

Leadership in general has spawned a wide range of new derivatives; transformational (Kent et al 2001), charismatic (Weber 1947, 358-369; Chung et al. 2011), servant leadership (Sendjaya & Pekerti 2007), spiritual and authentic leadership (Avolio & Gardner, 2005) as well as self-leadership (Chung 2011; Manz 1986). Different leadership styles are argued to be linked to many positive humanitarian attributes such as trust of employees (Sendjaya & Pekerti 2010; Bartram & Casimir 2007, 4-6; Avolio & Gardner 2005, 318), reliability towards leaders containing e.g. responsibility, openness and answerability (Wood & Winston 2007), high moral standards (Avolio et al. 2004, 953) and motivation (Manz 1986, 585). These different leadership styles are argued to be important especially in turbulent times (Conger and Kanungo 1994 according to Chung et al. 2011, 300; Avolio & Gardner 2005, 316).

The leadership practices of media professionals are very little researched and the previous researches only slightly touch on the subject of this study. However Meng (2012, 337-338), for example, has contrasted contemporary theories of leadership to public relations and identifies six dimensions of effective leadership in PR: self-dynamics (e.g. personal traits such as self-understanding, self-confidence, emotional maturity and stress tolerance), team collaboration (leader supports and creates a climate of trust and flexibility), ethical orientation (as PR leaders are the ethical conscience of their organization), relationship building between the organization and key stakeholders, strategic decision-making capability (understanding the external sociopolitical environments and internal organizational structures), and communication knowledge management capability (gaining, applying and converting public relation and communication knowledge and expertise into effective tactics and strategies). Hamrefors (2010) again discusses of contextual leadership which refers to communication specialists who may adopt leadership role in their organization. Hamrefors (2010, 146-149) calls this phenomenon "communicative leadership" and argues how a communication specialist may refer to leadership actions because he/she could be along designing and building organizational processes and structures. According to Hamrefors (2010, 146) a communication specialist needs visionary skills to integrate organizational communication and to see organizations as a holist entity. What comes to the relation of leadership practices, Hamrefors argues how communication specialists are experts who may adopt a role e.g. of a *coach* or an *influencer* in their organization. This requires them to change their role from message dispatcher to creator of shared understanding and sense-making. The role of a coach is a role of an educator who teaches communication skills to others. The role of influencer is to handle social processes which facilitate changes in an organization. (Hamrefors 2010, 144-151.)

However as a conclusion, in this research leadership is considered an anthropocentric and situational way of leading a group of people or an organization. Leading an organization includes several leadership liabilities such as forging the vision (Lunenburg 2011, 2) and coping with change and contradiction (Rowe 2010, 1103; Kotter 2001, 86). However leadership is not only coping with external change but also initiating internal change as well. The achievement of internal change requires visioning, motivation, communication and creation of solidarity (Karkulehto & Virta 2006, 148). This study complies the perceptions of Rowold (2011, 630) how a good and functional leadership requires trust and respect of employees and open communication between leader and led. A further specification of leadership actions are examined in next chapter when differentiating the concepts management and leadership.

4.3 The core differences between management and leadership

Even though the terms 'leadership' and 'management' are nowadays often used interchangeably (Kent et al. 2001, 221; Nienaber 2010, 669), are considered as integrated (Nienaber, 2010, 668), and indicated to be synonymous in working environments (Grace 2003, 4) these terms are still argued to have dissimilarities (see e.g. Rowe 2010; Darling & Nurmi 2008).

As mentioned previously, Mintzberg (1997, 132-135) considers management consisting of communicating, controlling, leading, linking (networking and creating contacts) and doing (supervising, negotiating and executing). Even though Mintzberg has defined leadership as a hyponym for management he still separates *leading processes* as mentoring and encouraging subordinates, team administrating, conflict resolving and organizational culture building.

Rowe (2010, 1102) suggests that the core difference between management and leadership is that management tends to "being the same" as leadership tends to "being different". In other words management aims to maintain the current position by desiring the stasis and order whilst leadership concentrates with difference, change and the future tends towards contradiction (Rowe 2010, 1102-1103). Management is also argued to relate to managing processes (Lunenburg 2011, 2) and having specific tasks in organization whilst leadership does not function inside specific boundaries (Nienaber 2010, 661) and is people-oriented (Rowold, 2011, 630; Darling & Nurmi 2008, 202; Lunenburg 2011, 2).

Darling and Nurmi (2008, 202-208) highlight how management is considered to be involved with specific responsibilities, efficiency, planning, regulations, paperwork, control and consistency (see also Yukl 2006, 29) whilst leadership is associated with flexibility, innovation, adaption, vision, creativity, risk-taking (Yukl 2006, 5). Yukl (2006, 2, 29) also specifies how the management duties and responsibilities are e.g. supervising, planning, organizing, administering and controlling while the terms administration, control and supervision are imprecise when describing leadership.

Darling & Nurmi (2008, 202-208) argue how the leadership is driven with personal charisma and ethics. Kotter (2001, 86) however questions the personal traits like charisma as a driver of good leader or manager. He also specifies that the core difference between management and leadership is that managers cope with the complexity of organizations and leaders are coping with the change (Kotter 2001, 86).

While often cited management researchers Mintzberg and Kotter do not consider leaders and managers as different types of people (see e.g. Mintzberg 1997; Kotter 1990), there are several researchers that do this alignment (e.g. Darling & Nurmi 2008; Bennis & Nanus 2007; see also Lunenburg 2011, 3). For example Darling and Nurmi (2008, 202) suggest that management can been seen as a position in organization with certain organizational responsibilities that comes with a managerial position, whilst leadership requires personal leadership skills for leading such as ability to vision, act, communicate and influence the people the leader is working with (Darling & Nurmi 2008, 202). Also Augier and Teece (2005, 117) argue that leadership is more than ability to lead because leadership skills require capability for envisioning, for setting aspirations and for motivating others.

In this research leadership and management are considered somewhat integrated and overlapped (see also Nienaber, 2010, 668; Mintzberg 1997, 132-135) but also considered as two different concepts with different purposes and characteristics. The differentiating theories are presented by Lunenburg (2011), Kotter (1990), Yukl (2006), Bennis (1989; Bennis & Nanus 2007), Darling & Nurmi (2008), Augier & Teece (2005) and Rowe (2010). They are chosen for this research because these authors differentiate these two concepts explicitly but do not rule out the integrated nature of these concepts. The core differences are collected in to the table 1. This table is also used for forming the interview questions for the research interview and analyzing the final results of this research.

MANAGEMENT	LEADERSHIP
o Focuses on things & processes and looks inward; serves superordinates (leaders) (Lunenburg 2011, 2)	o Focuses on people and looks outward; serves subordinates (managers) (Lunenburg 2011, 2)

Table 1. The core differences between management and leadership. Table is collected on the grounds of theories of Lunenburg (2011), Kotter (1990), Yukl (2006), Bennis (1989), Augier & Teece (2005), Darling & Nurmi (2008) and Rowe (2010). The table continues on next page.

MANAGEMENT	LEADERSHIP
o Seeks to produce predictability and order, administrates and controls (Kotter 1990 in Yukl 2006, 6; Bennis 1989; Augier & Teece 2005, 122)	o Seeks to produce organizational change, innovates (Kotter 1990 in Yukl 2006, 6; Bennis 1989) o Leaders tolerate some degree of chaos and lack of structure (Augier & Teece 2005, 122)
o Management is considered to be involved with specific responsibilities, efficiency, planning, regulations, paperwork, control and consistency (Darling & Nurmi 202-208)	o Leadership is associated to flexibility, innovation, adaption, vision, creativity, risk-taking (Yukl 2006, 5) and is often driven with personal charisma and ethics (Darling & Nurmi 202-208)
o Sets operational goals o Establishes action plans with timetables and allocating resources o Strives to organize and take care of staffing (e.g. assigning people to work) o Monitors results and resolves problems (Kotter 1990 in Yukl 2006, 6.)	o Develops a vision and strategies for the future for making necessary changes o Communicates and explains the vision o Motivates and inspires people (followers) to attain the vision (Kotter 1990 in Yukl 2006, 6)
o Managing processes are short-term oriented (Bennis 1989)	o Leading processes are long-term oriented (Bennis 1989)

Table 1. The core differences between management and leadership. Table is collected on the grounds of theories of Lunenburg (2011), Kotter (1990), Yukl (2006), Bennis (1989), Augier & Teece (2005), Darling & Nurmi (2008) and Rowe (2010). The table continues on next page.

MANAGEMENT	LEADERSHIP
Managers ask how and when	Leaders ask what and why
Managers typically imitate and try to maintain the status quo (see also Bennis 1989) and tends to being the same (Rowe 2010, 1102-1103.)	Leaders originate and challenge the current position (see also Bennis 1989) by tending to be different (Rowe 2010, 1102-1103.)
“Managers do things right” (Bennis 1989)	“Leaders do the right things” (Bennis 1989)
Poor management is criticized to tend tautology and concentrate on making the managers life better rather than improving what they manage (Rowe 2010, 1104.)	Leadership is somewhat criticized to lean too much on emotions, feelings and intuition; lack of rationalism and control (Rowe 2010, 1103-1104.)
Strategic management is concerned with steady change, appeals to rationalism of science and divides the organization as manageable parts (Rowe 2010, 1104.)	Strategic leadership is concerned with the rate of change, change of state, appeals to emotions and creates organization as a whole (Rowe 2010, 1104.)

Table 1. The core differences between management and leadership. Table is collected on the grounds of theories of Lunenburg (2011), Kotter (1990), Yukl (2006), Bennis (1989), Augier & Teece (2005), Darling & Nurmi (2008) and Rowe (2010).

Both management and leadership roles are argued to have a common goal and that is to improve overall success of the business (Nienaber, 2010, 670). It has also been argued that a company needs both management and leadership to be successful (Rowe 2010, 1106-1107; Yukl 2006, 6; Lunenburg 2011, 3; Nienaber 2010, 662); too strong leadership (lack of management) may lack rationalism and control and cause system failure whilst too strong management may succumb to maintain tautology and lead company to stagnation (Rowe 2010, 1103-1104, 1106-1107).

In this research the traditional management and leadership models are introduced this thoroughly because like Karkulehto and Virta (2006, 147) express, new management and leadership models are often applications of traditional ones. Karkulehto and Virta (2006, 147) also argue how a moderate renewal of organization's management model could be more reasonable than forgetting all the previous and traditional management models. Still the alternative ways of managing/leading the company may help the organization to adapt turbulent environment. (Karkulehto & Virta 2006, 147-152.)

4.4 Alternative perceptions of managing/leading an expert organization

Aforementioned management and leadership models are often considered as a classical way of managing/leading the company. However, there are some differentiating perceptions which question these traditional, that is to say, often quoted management and leadership perceptions.

Sipilä (1996, 12-24), for instance, has examined the leadership of expert organizations (e.g. newspapers and marketing companies) and argues how the traditional management and leadership models come from industries and when these models have been tried to modify into service business, they have realized to be nonfunctional (see also Ehin 2008, 337). Sipilä (1996, 13) asks few very interesting questions: how is it possible to lead autonomous and often stubborn specialists? How is the motivation and economical goals balanced in expert organization? He even argues how specialists often avoid becoming a manager and asks "if there is any point of an expert to become an executive" and "can experts even be managed?" He also answers these questions by concluding that experts can and should be managed but their management is not *general management*. According to Sipilä (1996, 56–57) the management of an expert organization could be very multifaceted but the respect of manager rises from his/her knowhow in his/her field. Sipilä (1996, 58) even argues how an expert could consider his/her management position as an additional office by still considering him/herself as a colleague for his/her subordinates. Managing, and particularly committing experts in expert organization could also be a huge challenge because for example journalists and PR practitioners could be more loyal to their peer communities than the current organization they are working in (Sipilä 1996, 58; Murray & Greenes 2007, 7).

New management and leadership models are built up along the changing world, working environments and people's values. Still only very few researchers have examined management and leadership in communication specialists' context. One of the few are Karkulehto and Virta (2006, 149–157) who suggest that the management/leadership of creative working fields such as public relations should be revised. They suggest three new leadership models to be adopted into communication specialist field: *a value-based leadership*, *story-based leadership* and *shared leadership*.

By value-based leadership a manager commits personnel to the values of organization by including the personnel to create the organizational values. Karkulehto and Virta (2006, 150) point out how freedom is considered as the most important value in creative working fields. Still, when the freedom and self-regulation is emphasized also the responsibility of individual workers has to be emphasized. (Karkulehto and Virta 2006, 149–150.)

Story-based leadership, as the name tells, is based on organization's stories. With stories the implicit know-how is argued to become explicit when the processes are put into words and told to personnel. Stories help people understand complex external processes and the relation of organizational values and organizational actions. A new challenge for managers is to give meanings to work and communicate the meaning agreeable to their subordinates. (Karkulehto and Virta 2006, 151–152.)

When arguing about the shared leadership, Karkulehto and Virta (153-154) highlight one Finnish commercial company which is led by five managers. In this kind of entirety every manager gives their contribution to their community. Shared leadership is argued to suit especially to turbulent environments because including several views is argued to suit better into fast changing environments. This leadership style is also called as team management and argued to be coordinated with shared visions right from the start so that the coherent direction maintains. Shared leadership is about lowering of hierarchy in organization and sharing the liabilities together with subordinates. (Karkulehto and Virta 2006, 153–154.)

Ehin (2008, 338-339) also questions the traditional management practices which come from the industries and claims that certain knowledge organizations are not purely managed. This is because the people working there are self-organizing, that is to say, their actions are driven by the internal self-centered drives and reward systems. Ehin (2008, 341) also suggests how the knowledge organization should embrace the self-organizing rather than the hierarchical systems for generating more social capital. Without social capital the organization is argued to be "merely a collection of employees or hired hands waiting for instructions from the bosses". The social capital is based on the interdependent relationships of the people working in organization. (Ehin 2008, 337-343)

Another interesting notion which Ehin (2008, 343) points out is the concept of *shared-access systems*. He mentions how he tried to place knowledge organizations into some certain categories of hierarchy, that is to say, defining the organizational structures of knowledge organization as horizontal, vertical, flat, hierarchical, non-hierarchical and so forth. However, when he didn't find the suitable structure he conceptualized a new one. Shared-access system is a term that describes an organization where every member has an access to all information. Ehin argues how all the organization members of shared-access system have considerable autonomy in decision making and the expert power, instead of position power, dominates. In shared-access systems the *shared leadership* (see also Karkulehto and Virta 2006, 153–154) may take place and the people in these organizations are argued to draw with high levels of social responsibility and accountability. Because in shared-access systems the traditional management, that is to say, supervision and direction is lacking, the challenge for the heads of these organizations is to find and hire suitable subordinates. Direction in these organizations is replaced by common goals and subordinates have to be willing to adopt these common goals for working in organization. However what comes to subordinates, Ehin does not even use the concept 'subordinates' but more readily speaks about the 'partners', as they are self-regulated and autonomous. (Ehin 2008, 343-347.)

The aim of this research is to create some understanding of management and leadership practices of journalists and PR practitioners. Aforementioned alternative management and leadership perceptions are considered simultaneously with the traditional management and leadership models. Still it cannot be assumed that the management of attention workers nowadays represents purely traditional management, leadership or some alternative management or leadership perceptions. For this reason both traditional and alternative models are examined. A great challenge of this study is to examine how much the management/leadership of attention workers require traditional management and leadership actions and how self-regulating the attention workers are.

Several management and leadership models were introduced in this study. However, Yukl (2006, 7) for example criticizes the attempt of finding the ideal definition for leadership and suggests that the phenomenon should be examined empirically – not predetermined by subjective judgments. For this reason the empirical findings are not expected to represent purely any theoretical perceptions but to relate possibly to several perceptions. Thus, the integrated nature of management and leadership is considered and the possible occurring characteristics from alternative management/leadership perceptions contrasted to the empirical findings.

In this study the working field of PR practitioners and journalists were examined on the grounds of the changes in media field by examining the concept *attention work* and by dividing the change into *push* and *pull* processes. The changes in media field were reflected to this very little examined subject, managing/leading media professionals, and all the examined theoretical perceptions will be contrasted to the empirical findings. However before the theoretical concepts are reflected to the results, the research method, research process and the fourteen interviewees of this study will be introduced more thoroughly.

5 RESEARCH METHOD

The empirical part for this master's thesis was gathered by semi-structured interviews with chief editors' and heads of PR agencies. The data was analyzed qualitatively by comparing central findings to theory. The final analysis was made with interpretation-based analysis method, phenomenography.

In all 14 people were interviewed. This sample consisted of seven journalists (chief editors) and seven PR-professionals (heads of PR agencies).

5.1 Research problem and research questions

Research problem of this study can be summarized into one question

How are the attention workers managed?

The research questions of this research are

1. *Does communication management in attention society have more elements from management or leadership - or is it something alternative?*
2. *According to perceptions of top media managers, has the changing media field affected their management or leadership practices?*
3. *What are the perceptions of chief editors and heads of PR agencies about the future sights of managing attention workers?*

5.2 The research process

The idea for this research came from current blog posts and pending matters of the crisis of journalism (see e.g. Väliverronen 2009; Jyrkiäinen, 2008; Mestariluokka –seminar 20.4.2009). When the idea was formed into research problem the researcher started to familiarize himself with previous researches of the subject. However soon the exiguity of the previous researches brought some difficulties and the subject had to be examined from the alternative perspectives and theories. The traditional management and leadership models are often quoted in the literature of several industries and business fields so their examination felt the most natural choice. Anyhow the researches don't have to be examined very long that one starts to discover some contradictions between different theories. The management/leadership profile of top communication managers was also noticed to be hard to put precisely into certain theorized profile so all the occurring characteristics were carried within the research process. An issue for example was if the attention workers are knowledge workers, consultants or experts.

After a more precise examination of the different theories the questionnaire for the 14 interviewees was formed. The questionnaire is divided into three parts. The first part maps the management and leadership practices of the interviewees, the second one their usage of the different media channels and the possible connection to their management and leadership practices, and finally the third part the interviewees' perception of the future management of media fields. When the questionnaire was finished it was tested with a leading expert whose work in communication field includes intensive relationship with her organizations stakeholders. After the testing a shortage was found from the questionnaire: the questionnaire was lacking questions which map the possible distribution of liabilities in media organizations. Consequently a question which maps the management's perceptions of their subordinates' team work was included and a question which examines the sharing of their liabilities.

There were also three preliminary questions given to interviewees. The purpose of these preliminary questions was to orientate the interviewees think over the examination subject and their working field analytically. The preliminary questions were surveying the association of interviewees related to management/leadership (in Finnish only one word ‘johtaminen’), their working timetable and a question if the interviewees consider themselves as attention workers. The preliminary questions were sent to interviewees by e-mail and asked again at the start of their interview.

The interviews were made in Finnish. However, as it was mentioned, in Finnish there is only one word for management and leadership, ‘johtaminen’. Consequently the questions were formed so that the interviewees had to think their working field more analytically and divide their possible management and leadership practices. A one remarkable and a bit unexpected matter was that many of the interviewees used the English words ‘management’ and ‘leadership’ instead of the Finnish word ‘johtaminen’ because they wanted to differentiate these two terms explicitly.

The interviewees were interviewed face-to-face or by phone so that half of them (seven) were interviewed by phone. Because of the tight schedule of the editors-in-chief and PR-managers and because of the long distances the phone interviews in some cases were considered necessary. That is to say a one interview day could have involved three interviews and an approximate face-to-face interview lasted from 35 minutes to two and a half hours whereas a phone interview lasted from 30 to 45 minutes. Even though the phone interviewees on average were shorter the answers in both face-to-face and phone interviewees resemble each other – naturally with a variation of the respondents. For this reason it was not considered as a significant error that all the interviewees were not interviewed face-to-face.

All the interviews were recorded with a sound recorder and transferred into lettering program Soundscriber. This program plays the recording for few seconds and keeps a few second pause so that that the lettering is faster. After the lettering the researcher read the entire material two times.

At first the researcher divided the answers into two parts, the answers of the editors-in-chief and the answers of the chief PR managers. This splitting came from an idea that the answers of these two disciplines could differ significantly. This presumption however was found out to be wrong when the answers of these two disciplines didn’t differ particularly, so all the answers were unified. This still does not mean that minor differences between these two disciplines would not have been occurred. The identified differences are mentioned with the results but as a whole the answers are collected into one phenomenographic chart which represents the management and leadership profiles of editors-in-chief and PR managers.

Phenomenography generally requires several times of reading the lettering material and so it was also in this research. Altogether the current categorization required six times reading of the lettering material which includes approximately (six times of) 150 pages of A4 lettering material. After every reading time the categorization was changed a bit or some new categories were found - or the former ones were erased or revised. However at the fifth and sixth time of reading the material new categories didn’t occur and no categories were explicitly changed so that the categorization was ought to be finished. During the reading and analyzing process the possible connections to existing theory were regarded. Phenomenography is introduced more detailed after the introduction of the interviewees.

5.3 Research sample

In all 14 communication specialist were interviewed in this research. This sample consisted of heads of seven PR-agencies and chief editors of seven Finnish newspapers. Five PR-agencies were chosen from the list of Finnish public relations trade union Procom. Procom list was chosen because it presents established PR consultancies with a wide range of different specializations in communication field. The agencies were chosen so that they present the PR field as varied as possible, so to say, agencies with different focuses. Two agencies were chosen outside the Procom list for completing the sample; Kaufmann presents specialization that was not presented in Procom list (health communication) and Miltton is listed for one of the biggest PR consultancies of Finland but do not belong in trade union Procom. Next the interviewees and their organizations from the PR field are introduced more detailed in table 2.

Table 2. PR-consultancies included to this research

Infor Consulting/ Infor Oy	Infor offers communication consulting & training, produces communication literature and measures its clients' communication efficiency. In 2010 Talouslehti magazine chose Infor as the best communication training company in Finland. Interviewee **manager Paula Pauniaho.**
Kaufmann	Kaufmann is a strategic communications agency for organizations operating in the healthcare and welfare business – the first of a kind in Nordic countries. Interviewee **managing director Jani Ahonala.**
Medita Communication Oy	Medita Communication OY is specialized in producing tailored communication solutions for companies working in industry, technology and expert organizations. Interviewee **managing director Tiinu Wuolio.**
Miltton	Miltton works on the grey area of traditional PR and advertising. In 2010 Miltton was the 3rd biggest communications agency in Finland. Interviewee **strategy director Fredrik Heinonen**.
Netprofile Finland Oy	Netprofile OY is specialized in communication training and offers communicational solutions that utlize both traditional and social media. Interviewee **partner Christina Forsgård**. She is also chairwoman of MTL communication trade union.
Communications agency Pohjoisranta Oy	Pohjoisranta OY is specialized in reputation management. In 2010 Pohjoisranta OY was the 2nd biggest communications agency in Finland. In 2012 The Holmes Report selected Pohjoisranta OY as the best communications agency of Nordic countries. Interviewee **chairman Jouni Heinonen**.
Viisikko-Communica Communications VCA Oy	Viisikko VCA OY produces communication services for public administration, organizations in real estate markets, industry, trade markets, ICT, travel and logistics business. Interviewee **partner Jukka Aarnio.**

The chief editor interviewees were chosen from the Finnish newspapers of different sizes. These newspapers were chosen so that the reach of these newspapers would present majority of the reach in Finland. One criterion was also that this sample consists of both biggest, medium sized and regional newspapers that the sample would be as comprehensive as possible and both nationwide and regional aspects could be included. The interviewed editors-in-chief and their newspapers are introduced in table 3.

Table 3. Newspapers included to this research

Helsingin Sanomat	Helsingin Sanomat is the largest subscription newspaper in Scandinavia. The average daily circulation of Helsingin Sanomat in 2010 was 383,361 copies, and the average Sunday edition was 435,152 copies. The paper has readership of around 1 million – roughly speaking half from the Helsinki metropolitan area and half elsewhere in Finland. Interviewee **chief editor Riikka Venäläinen.**
Ilkka	Ilkka is a regional newspaper published mainly in Southern Ostrobothnia in Finland. In 2011 the average daily circulation of Ilkka was 53 768 copies. Ilkka newspaper is a part of Ilkka concern. The Interviewee **chief editor Matti Kalliokoski.**
Iltalehti	Iltalehti is a daily tabloid newspaper and third largest newspaper in Finland. This six times a week publication had 2010 daily circulation of 107 052 copies. Interviewee **executive editor-in-chief Kari Kivelä.**
Kaleva	Kaleva has the fourth biggest circulation of seven day newspapers in Finland. In 2010 the average daily circulation of Kaleva was 78 216 copies. As a consolidated corporation Kaleva OY is the biggest media organization in northern Finland. Interviewee **chief editor Markku Mantila.**
Karjalainen	Karjalainen is the 11th biggest daily newspaper in Finland with circulation of 45 584 copies. Interviewee **chief editor Pasi Koivumaa** (also the CEO of Karjalainen and branch manager of Pohjois-Karjalan Kirjapaino –concern).
Keskisuomalainen	Keskisuomalainen is main newspaper of central Finland region and is the 5th biggest daily newspaper in Finland with a circulation of 71 777 copies (in 2009). Interviewee **chief editor Pekka Mervola.**
Savon Sanomat	Savon Sanomat is the 6th biggest daily newspaper in Finland with a circulation of 65 056 copies (in 2007). The majority of readers live in the region of Kuopio. Interviewee **chief editor Jari Tourunen.**

5.4 Research method

The research data was gathered by semi-structured interviews with the aforementioned 14 communication specialists. These 14 communication specialists, seven editors-in-chief and seven PR company managers, were interviewed separately either face-to-face or by phone.

A qualitative interview method has been chosen as the research method of this study because like Hirsjärvi and Hurme (2001, 35) argue, interview is a suitable research method in research areas that are little examined. Consequently, thus far there are no researches that concentrate on managing attention workers and include the perceptions of editors-in-chief and heads of PR agencies.

As a research method *interview* apprehends interviewees as meaning-creating subjects and interviewees may offer multifaceted and unscripted answers and themes that wouldn't necessarily come up in quantitative research. In other words the answers are not strictly constrained to given answer options. An interview as a research method is argued to be suitable also when a researcher wants to deepen his/her understanding of the research subject. However, an interview is also argued to leave the researcher distant from the interview and to emphasize to roles of interviewees. Hirsjärvi and Hurme (2001, 35) also argue how interview answers may include several sources of error and interviewees may give only answers that are socially desirable. The analysis, interpretation and reporting of interview results are also argued to be problematic because there are no given patterns how interviews should be carried out. (Hirsjärvi & Hurme 2001, 35.)

A semi-structured interview is argued to suit situations when the researcher aspires to gain specific information and the interviewees are not given very big liberties of answer (Saaranen-Kauppinen & Puusniekka 2006). This was considered as a significant factor in this research because the aim was to gain rather detailed answers to specific questions (see Saaranen-Kauppinen & Puusniekka 2006). As a research method semi-structured interview is placed between structured interview and unrestricted interview driven only by different themes. Even though Hirsjärvi and Hurme (2001, 35) argue that in semi-structured interview the same questions should be asked in a same order from every interviewee, they also point out how some researchers claim that the question order of semi-structured interview could be changed during the interview. In this research the question order however was kept the same to every interviewee. The questionnaire was put together from 32 questions which were formed from three different themes. These themes were formed on the grounds of several theories introduced in this study:

1. Management/leadership of attention workers
2. Managing/leading push and pull processes, so to say, the usage of the different media channels and the possible connection to interviewees' management and leadership practices
3. The future sights of managing/leading attention workers

According to Eskola and Suoranta (2008, 86) in semi-structured interview the questions are the same to all interviewees but there are no given answer options - interviewees may answer in their own words. This was considered very important when examining this subject that is very little examined.

5.5 Analysis

The basis for this research was created on the grounds of several theories, that is to say, a thorough insight for several theories was made before starting the research. The most related theories were collected for forming the grounds of this research and questionnaire created on the grounds of these previous theoretical perceptions. However, because the subject is very little researched, a penetrating analysis method, phenomenography, was chosen as the research and analysis method for mapping the management/leadership practices of attention workers.

5.5.1 Phenomenography

The analysis method of this research is phenomenography. As a research and analysis method phenomenography is rather new - the earliest phenomenographic pioneering researches were conducted in 1970’s. Since then a large number of researchers have adopted this analysis method which was originally established in Sweden by Marton, Saljo, Dahlgren and Svensson (Bowden 2000). Phenomenography has been widely used in educational research context (Saaranen-Kauppinen & Puusniekka 2006; Åkerlind 2012) but declared to suit other qualitative researchers as well, for example the researches in social relations and leadership context (see e.g. MacGillivray 2010).

This method has been chosen because leadership and management are considered as subjective phenomena and there is a possibility that practices between organizations vary. With phenomenographic research method these possible variations are identified on the grounds of researcher’s understanding and contrasted on several theories of theoretical background (Saaranen-Kauppinen & Puusniekka 2006; Åkerlind 2012).

Phenomenography is to create interpretive categories of the researched phenomenon. The logical relationships of the categories can be classified both horizontally and vertically. The horizontal categories express equivalent perceptions of the phenomenon as the vertical categories express a qualitative order of the factors of the phenomenon. The vertical categories could refer for instance to time, change or frequency. The relationship of the different categories is usually hierarchical, that is to say, the higher the category in a phenomenographic classification is placed the more multifaceted and developed the contents of the category are. (Saaranen-Kauppinen & Puusniekka 2006.)

A conventional problem of phenomenography is the measurement and comparison of equivalent and subjective perceptions of the phenomenon. This problem could however be solved by creating the hierarchical relationships of the categories and by deepening the interpretation and fit on the grounds of scientific understandings. (Saaranen-Kauppinen & Puusniekka 2006.)

Even though phenomenography represents qualitative analysis, there are certain aspects that distinguish phenomenographic research from other qualitative analysis. Åkerlind (2012) has listed six occurring differences between phenomenographic analysis and other qualitative analysis traditions. These differences are that phenomenographic analysis aspires to find *(1.) related, not independent meanings,* phenomenography is based on *(2.) awareness, not beliefs, (3.) awareness is context-sensitive,* that is, *(4.) constructs are not stable, (5.) the experience is collective not individual* and the *(6.) descriptions are stripped not rich.*

By *related, not independent meanings* Åkerlind (2012) means that during the phenomenographic analysis the different meanings that emerge are not constituted independently, but in relation to each other. In other words each meaning may be regarded as a fragment of human understanding of the whole phenomenon. This perception is based on the understanding that human experience is always partial and people manage to discern and experience different aspects of phenomenon to different degrees (Åkerlind 2012). Åkerlind (2012) argues how these qualitatively different ways of experiencing a phenomenon constituted during a phenomenographic analysis would typically represent more or less complete understandings of the phenomenon, rather than different and unrelated understandings.

Phenomenographic analysis requires also an awareness of potential variation of answers, that is to say, phenomenographical analysis is based on *awareness, not beliefs* (Åkerlind 2012). In this study this awareness wells from the divergent and controversial theories and understandings of managing and leading professionalization organizations. It would also be too straightforward to expect that the heads of media organizations present purely leadership or management and exclude possible combinations of leadership-management, especially when this subject is very little researched.

By *context-sensitive awareness, not stable constructs* Åkerlind (2012) stands for differences in understandings of people under different circumstances. This requires context-sensitive nature in analysis because interviewees have worked different time in their management position.

The interpretive, not explanatory focus is based on idea that the phenomenon is investigated by what sort of differences in meanings and understandings occur across individuals, rather than trying to study what are the causes of these differences. For this reason the research sample has been selected in a way that it would present a rather wide variation of two different media grounds. Phenomenographic analysis is not meant for representing and explaining the actions and understandings of the whole examinee population – the analysis is interpretive. (Åkerlind 2012.)

By *collective not individual meaning* Åkerlind (2012) emphasizes that rather than examining the research data as separate perceptions the research data should be examined as a whole. That is to say, in the data analysis process the each way of understanding a phenomenon is regarded in a relationship to other understandings so that interview transcript is examined as a collective group. Saaranen-Kauppinen and Puusniekka (2006) also argue how the interview answers should not be examined as separate and detached perceptions of the phenomenon but as meanings of the related situations. This was also taken into account when forming the phenomenographic chart of this research. That is, the answers of the interviewees often were logical continuum of the previous answers and might also have included answers to previous questions. If there were some contradictions between categories, a new category was created or an answer that certainly includes two different themes was split to two parts and placed to two different categories.

The aim of phenomenography is to map the key critical features of the phenomenon rather than focus on the endless variation inherent in the richness of individual experience. This is why the descriptions of phenomenography are often called *stripped*. Phenomenography aspires to find logical relationships between different meanings despite the fact that the phenomenon could be experienced differently. Hence, Åkerlind argues how phenomenography enables "powerful heuristic value in aiding our understanding of the phenomenon". (Åkerlind 2012.)

Because the interpretive nature of the phenomenography the interpretations of the phenomenon could vary between different situations. This is also recognized in this research. So to say, the answers and models of this research are interpretations of the researcher and other interpretations could be made differently. However the phenomenon have been aspired to examine as holistic as possible so that the interpretations could be conclusive.

5.5.2 Reliability of the phenomenographic research

For improving the reliability of the phenomenographic research a detached person could be used for analyzing the results. The reliability of phenomenographic research is effectuated so that the detached person chooses randomly some answers from the lettering material and places these answers to the categories made with phenomenographic analysis. Then the researcher together with detached person evaluates how accurate the placing was (Järvinen & Järvinen 2004, 85; Åkerlind 2012).

As it was mentioned before, this research is part of a bigger project "What is Expected of the Media". Postgraduate Laura Olkkonen, was chosen from this research project as the detached person because she already had an analytical orientation to the subject. The accuracy of the placing, that is to say, the reliability of the phenomenography of this research is presented more precisely in chapter 8 when regarding the validity and reliability of this research.

5.5.3. The other answers excluded from the phenomenograhic chart

At first all the answers were tried to be placed under one phenomenographic chart, that is to say, the answers related to management/leadership practices, push and pull processes (the change in media industry) and the future perceptions of managing attention workers. However soon it occurred that by including all the answers to phenomenography the chart would be difficult to understand. For this reason another phenomenographic chart of the media usage of the interviewees was considered to be created. However, after a quick categorization of the answers relating to push and pull processes, that is to say, media usage of the interviewees and their perceptions of the changing media field, it occurred that the categorization of these elements necessarily does not lead to most appropriate result. That is to say, the connection between these two different phenomenographic categorizations was hard to discern.

Because of the aforementioned reasons only the management and leadership practices were included into phenomenographic chart. The other answers were analyzed in connection to the management and leadership practices by comparing the answers relating to the push and pull processes and the change in media industry. The interviewees were for example asked of their personal media usage and how they, as attention workers, experience the changing media field. The interviewees were also directly asked if they consider the changing media field to have an effect on their management/leadership practices. Consequently, this question required several leading questions which would lead the interviewees to think of their management and leadership practices analytically. The answers for these leading questions were actually the most difficult to put to another phenomenographic chart so that the chart wouldn't become nebulous. For this reason the answers relating to media channels are future perceptions are separated from the phenomenography.

The future perceptions were excluded from the phenomenographic chart also because few definite alignments were found and these alignment were easy to put into certain opposite themes, that is to say, the answers were for example "management will change in future" of "management won't change in future". The nature of either-or –answers was also one of the main reasons why in the final analysis they were not included to phenomenography; phenomenography requires answers which could be placed into hierarchical order (see e.g. Åkerlind 2012; Saaranen-Kauppinen & Puusniekka 2006). Next the results of this study are introduced more detailed.

6 RESULTS

In this chapter the central findings of this research are introduced and compared to several researchers theoretical perceptions. Even though the analysis section is separated from the results, this chapter includes already some analysis. This is because the phenomenographic research method is argued to require analysis from the start of the examination of the results (see Åkerlind 2012; Sin 2010, 312).

The results are introduced in three parts. The first part, the phenomenographic chart, is collected from the perceptions of the interviewees of their management and leadership practices. The second part examines the connection of the changes in media industry and the management/leadership practices of the interviewees. The third part illustrates the future expectations of the interviewees of their management and leadership practices and their expectations towards their media usage.

At first the aim of this research was to create a phenomenographic chart which would include management/leadership practices of attention workers, their media usage and the possible connection between management/leadership practices and the changes in media industry. However it occurred that all the aforementioned elements would make the phenomenographic chart nebulous. Consequently only the management and leadership practices are placed on phenomenographic chart so that the management and leadership practices of attention workers could be identified. Thereafter the media usage of interviewees and their perceptions of the changing media industry are compared to the results the phenomenography generates.

Interviewees offered several interesting topics in the interviews but only the themes that are explicitly related to this research are discussed and pointed out. However, what comes to the nature of phenomenographic analysis, all the answers concerning the management and leadership practices of the interviewees are still fitted to some categories of the phenomenographic chart.

Quotations offered in this section are marked with a letter 'Q' (e.g. Q1). All the quotes introduced in this research can also be found in Finnish as attachments in the end of this research.

6.1 Pre-questions

At first the interviewees were asked three preliminary questions. The first question was about to be suggestive and to lead interviewees think their management and leadership practices analytically. They were asked of the connotations to the word management/leadership (in Finnish only one word 'johtaminen'). Second question was about to map how much the interviewees guide/advice/help their colleagues, subordinates and clients during their work day.

However after three reading times of the lettering material it occurred, that the interviewees were reflecting their management and leadership practices validly already in preliminary questions. The interviewees also referred to their previous answers during the questionnaire saying "as I mentioned earlier" and in some cases it occurred that they meant the answers of their pre-questions. For this reason most of the answers for the pre-questions are also included to the phenomenographic chart. Only the answers for the second pre-questions, which included a simple percentage number of the time use for guiding/advising/helping during the work day of interviewees, were not included into the phenomenographic chart. This is because the interviewees who gave a simple number didn't explicate it more precisely. For example

> *During you working day, how much do you guide/advice/help others (colleagues, subordinates, clients etc.)?*
>
> *Q1: Ninety percent. Eighty-ninety percent. Something like that.*

Originally the answers to preliminary questions were not expected to include interpretive answers which would already explain the research subject. That is to say, the preliminary questions were not originally designated to be included to the phenomenographic chart. However the pre-questions were included into the chart because many of the answers for the questionnaire questions seemed to be continuum from the pre-questions. The exclusion of these answers could have been regarded as an error for the nature of phenomenographic analysis because they would have been separated from the context (see Åkerlind 2012). The phenomenographic chart is introduced in next chapter.

Because the terms 'attention work' and 'attention workers' recur throughout the research, the third preliminary question mapped if the interviewees could validly be regarded as attention workers. The interviewees were posed an argument "The amount of information in society increases." and they could have argued to this claim for instance as 'true' or 'false'. Thereafter they were asked if the possible increase of information affects to their work or the operations of their company.

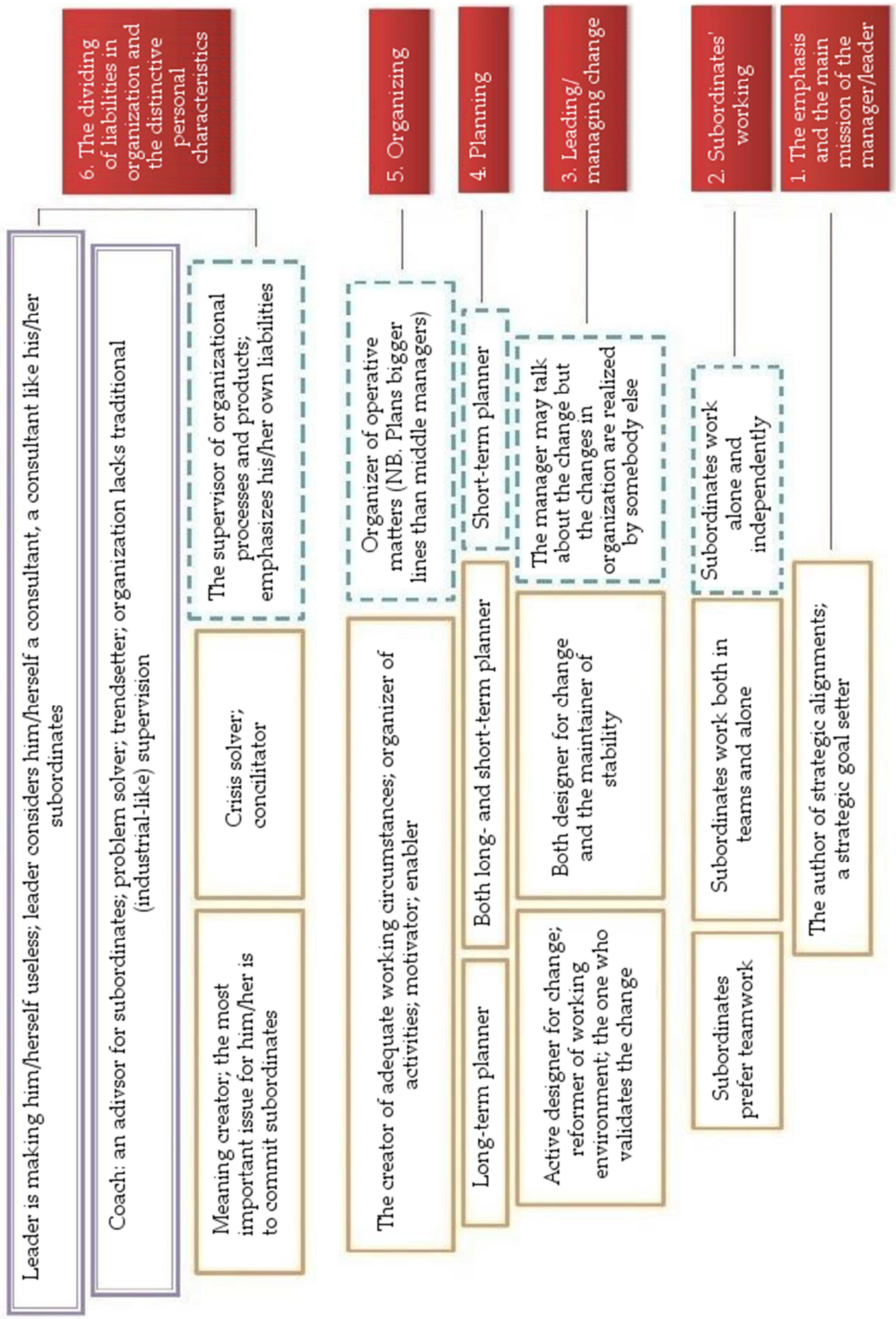
All the interviewees stated how the information in society truly increases and this has an effect on their work and operations of their company. The interviewees pointed out how the increase of information demands them to contemplate how they and their product could stand out from the crowd and how the rivalry for their publics is increasingly intensive. The interviewees also stressed how the communication ground is nowadays more fragmented than before. The publics are smaller and smaller and communication platforms are increasing. Editors-in-chief also stressed how these changes are challenging for newspapers because they are the ones sifting the relevant information from the irrelevant and offering it to the publics. Chiefs of the PR agencies also emphasized how challenging it is for them to create meanings to their messages when the communication flow increases tremendously. According to the answers of the interviewees they could be regarded as attention workers (cp. Nordfors 2006, 8; Davenport & Völpel 2001, 218).

6.2 The phenomenographic chart of the management and leadership practices of attention workers

In this chapter the management and leadership practices of the interviewees are collected into one phenomenographic chart. The phenomenographic chart of this chapter was created on the grounds of interviewees' answers to the questionnaire questions 4.-11. These interview questions were created on the grounds of several theories (Lunenburg 2011; Kotter 1990; Yukl 2006, 6; Bennis 1989; Bennis 2007; Darling & Nurmi 2008, 206; Augier & Teece 2005; Rowe 2010, 1104; Sipilä 1996; Karkulehto & Virta 2006; Ehin 2008) and the questions mapped the work practice of the interviewees, their responsibilities in their organizations, their perceptions of their own management/leadership practices, reporting and supervising in their organization, their desire for stasis and change, orientation to strategic and operative thinking, team work and shared leadership, and their role during the changes. The question related to the role of the interviewees during the change was not specified to consider either internal or external change. For this reason the interviewees discussed the change in both levels and reflected the changes to their management and leadership practices.

When all the answers, concerning management and leadership practices of the interviewees, were read through for six times, the following six different dimensions were identified to the phenomenographic chart:

1. The emphasis and the main mission of the manager/leader
2. Subordinates' working
3. Leading/managing the change
4. Planning
5. Organizing
6. The dividing of liabilities in organization and the personal attributes behind these divisions



Phenomenographic chart. *Red boxes on the right represent the occurring different elements, unbroken orange boxes refer to leadership characteristics, broken line blue boxes to management characteristics and double-line purple boxes to alternative perceptions of management/leadership.*

As the chart illustrates, the order of these dimensions is placed so that the chart resembles pyramid. The phenomenographic 'pyramid' was divided vertically in three parts, to the categories referred to either leadership characteristics, management characteristics or alternative perceptions of management/leadership. The categories which could be preferred to management characteristics are marked with (blue) broken-line boxes, the categories referred to leadership characteristics with (orange) unbroken-line boxes and the occurring alternative perceptions of management/leadership with (purple) double-line boxes.

The ground of the pyramid is formed from the characteristics that represent the *emphasis and the main mission of the manager*. It occurred that the main emphasis of every CEO's of PR agencies and editors-in-chief is to set the strategic goals and alignments. For this reason the first element does not include any variation. The next level is the first dividing elements which were chosen as the *working conventions of the subordinates*. Thereafter an element series was created. That is, three different dimensions, *leading/managing the change*, *planning* and *organizing* were united into one element series. This is because the answers related to these three elements were discovered to be related and intertwined. Within these answers the most explicit differences between management and leadership processes occurred.

The last step was to create the top element to the pyramid. This element was created from *the dividing of liabilities in organization and the distinctive personal characteristics*. These categories were placed on the top because they differentiated the most. The order of these categories was created this way because the purpose of phenomenography is to create hierarchical interrelationships of the research subject (Saaranen-Kauppinen & Puusniekka 2006; Åkerlind 2012). That is, a different order would not have enabled hierarchical order because of the major differences in personal attributes of interviewees on the top of the pyramid.

However, a substantial problem occurred during the phenomenographic analysis. Once the attributes which are similar to every interviewee were identified, they were placed as the ground of the pyramid. The categories which were placed on the highest point of the pyramid however include more answers than categories e.g. in the middle of the pyramid. The solution for this was to place the pyramid standing on its top so that the ground of the pyramid represents the characteristics which were common to every interviewee (*the emphasis and the main mission of the manager/leader*) and the form of the pyramid the interview answer dividing in different categories quantitatively. Still not every interviewee is to be generalized e.g. as *a coach* and not every media organization *lack industrial-like management and leadership practices* (see the top of the pyramid) so they could not have been placed on the ground of the pyramid.

In this research management and leadership practices were contrasted as equally developed and the alternative perceptions of management/leadership were placed on the top of the pyramid. The alternative perceptions were regarded as the most developed characteristics (cp. Åkerlind 2012; Saaranen-Kauppinen & Puusniekka 2006) and were placed on the top because in interviewees it occurred that the interviewees aspire to achieve a situation of managing/leading a company with these alternative management/leadership practices. The phenomenographic pyramid of this study however includes some characteristics which are in contradiction with the idea of phenomenographic research. Generally phenomenographic hierarchy is to be formed so that the upper levels of the chart represent broader, more developed or more complex characteristics (Åkerlind 2012; Saaranen-Kauppinen & Puusniekka 2006). However, some *elements* (the red boxes on the right of the pyramid) were difficult to place hierarchically. That is, it cannot be argued that for example the lowest characteristics of the pyramid, *The author of strategic alignments & strategic goal setter,* is less broader, developed or complex than for example the box in the middle of the chart, *the creator of adequate working circumstances.* However this choice was made so that the chart would represent the phenomenon more accurate: in this study the lowest levels of the phenomenographic chart represent the characteristics common for every interviewee, that is to say, the desire for strategic goal setting. Consequently, these characteristics were the most natural choice to put on the ground of the pyramid because they create some basis for every other category. Other categories are placed so that the equal characteristics could be compared horizontally, for example the characteristics *long-term planner, both long- and short-term planner* and *short-*

term planner. This enables the characterization of interviewee to be for example a *coach* who regards herself as *a crisis solver, motivator, long-term planner, active designer for change,* and her *subordinates prefer working in teams* and her work in general is to *set strategic goals and alignments*. For this reason in this research this deflection from the nature of phenomenograhy is not considered as a major error. This is also because these occurring characteristics are not the main result of this study but create the grounds for the final analysis.

As the phenomenographic chart illustrates the categories referred to leadership practices occurred with bigger variation than management practices. Most of the interviewees even emphasized that they are talking in their answers about *leading of people, not managing processes*. This adding was justifiable because in Finnish language there is only one word for management and leadership ('johtaminen').

Even though the answers related to management practices clearly occurred less frequently, some of the interviewees emphasized the importance of sustaining the routines in their organization. The changes and change management were regarded crucial for surviving in the turbulent media environment but the continuous change was not an end in itself:

> *Q2. Well I don't consider it as an either-or –question. I came here to reform and now we have done it. And our next challenge is to establish these reforms, that is to say, build certain stability. I don't consider a manager either 'change manager' or 'manager of stability' but I think a manager should handle the both periods.*

The previous quote supports also the integrate nature of the theoretical concepts management and leadership in practice. As it was also mentioned earlier both management and leadership practices have been argued to be important for the overall success of the organization (Rowe 2010, 1106-1107; Yukl 2006, 6; Lunenburg 2011, 3; Nienaber 2010, 662). The previous interviewee emphasized how the company needs to adapt different situations and management practices suit well for the more stable situations (cp. Rowe 2010, 1103-1104, 1106-1107). Next the management, leadership and alternative perceptions of management and leadership categories which occurred in phenomenographic chart are introduced more detailed.

6.2.1 The management profiles of attention workers

As it was mentioned earlier, the answers related to management practices occurred less frequently than the categories referred to leadership practices. However, five different categories were found and placed to the phenomenographic chart. Consequently a management-type manager of attention workers

- may foster independent work in his/her organization or subordinates prefer working alone
- may talk about the change but the change is realized by somebody else
- is a short-time planner
- is an organizer and planner of operative matters
- is the supervisor of organizational processes and products; emphasizes his/her own liabilities

The working environment of the subordinates of the communication managers cannot be validly be generalized as all-individual or team work. However, the interviewees who gave some answers that could be referred to management practices were noticed to highlight that their subordinates prefer working individually. For this reason the category '*Manager may foster independent work in his/her organization or subordinates prefer working alone*' is placed under management categories but this research do not claim that the subordinates of management-type managers work alone and the subordinates of leader-type managers' work in teams. This is also because management-type interviewees mentioned that their subordinates work includes team work as well. The interviewees, especially editors-in-chief, who gave some management-preferred answers emphasized that the journalistic work is 'pretty much working alone' and 'the work in itself is based on the solutions the individuals make'.

The next category in the phenomenographic chart was about the changes and roles of managers during the change. It occurred that the change is driven somewhat differently between different interviewees. Also a management-like change managing styles occurred when e.g. one interviewee emphasized how his task during the change is to monitor results and resolve problems (cp. Kotter 1990 in Yukl 2006, 6):

> *Q3. Well what comes to the changes in our organizations, for that we have kind of specialists, department or section managers who are the realizers of the changes. During the change I'm an observer or a crisis solver. When the contradictions occur I solve the crisis but I don't take part in changes.*

The same interviewee, as the only one, answered also that he is more of a *short-time planner.* He also defined that as a manager he is more of an operative manager instead of strategic because 'as a person he lacks perseverance'. Still even though the aforementioned editor-in-chief regarded himself as an operative manager, no interviewee listed only operative matters but highlighted also strategic actions and characteristics which could be preferred to leadership practices. One interviewee for example listed first some operative actions but later on in her answer highlighted the strategic emphasis of her work:

> *Q4. I am purely responsible for the editorial issues. And that includes the daily news, that is to say, the choosing of agenda and guiding the newsroom with our other managers. And all in all I'm motivating people, challenging different point of views and doing all kinds of creation with people. This is my daily work. Then there are a lot of personnel affairs e.g. recruiting, retirement stuff, every kind of liability changes, improving the organization. And then the strategic planning in general, that is, what we want to be after a year, after five years, I'm here especially for strategic planning. We are for example planning a big newspaper reform and I'm responsible for it.*

A very common answer when asked about the supervision in their organization was that 'in our organization traditional supervision is an outdated term'. However some editors-in-chiefs mentioned that they perform certain level of supervision because they possess the liabilities and statutory responsibilities of editors-in-chief.

> *Q5: All the decisions that are related to contents of the newspapers are my decisions, that is to say, I'm the one who is responsible for them in court. And I'm also responsible for the budget. Inside the newsroom I mean.*

Because the editors-in-chief possess these liabilities which are also statutory, it is reasonable that the editors-in-chief supervise the content of their newspaper accurately. According to interviewees the supervision however concerns only the contents, not subordinates. The supervision, or as the interviewees called it 'cooperation', concerning subordinates is divided into smaller subunits and shared to middle managers.

Financial liabilities were also mentioned by some PR managers. PR managers however emphasized more of their financial liabilities, planning and budgeting. Even though one interviewee used the word supervision he defined his organization's supervision as daily cooperation, joint meetings and achievement of the goals.

A one remarkable notion is that many of the categories of the management category in this research's phenomenographic chart were identified almost on the grounds of answers of only one editor-in-chief. And even though he characterized himself as an 'operative manager' he still pointed out many leadership-type characteristics such as the tendency to strategic decisions. Other interviewees' answers which could be placed in a management category were only single as their profiles in general resemble leadership profile. Consequently this leads to an answer that managers of attention workers may have characteristics from both management and leadership. This again is supported by the researches that state the integrated nature of these two concepts in practice (see e.g. Kent et al. 2001, 221; Nienaber 2010, 669; Mintzberg 1997, 132-135).

Altogether the management-emphasized answers occurred explicitly more rarely than the answers which could be placed in leadership practices and categories. Consequently the leadership practices also occurred in a larger variation than management practices.

6.2.2 The Leadership profiles of attention workers

The leadership practice categories appeared more explicitly in hierarchical order than management practice categories. While management practice categories seemed to relate to each other or were noticed to have some consequential relationships, the leadership practices occurred in a larger variation and more explicit degree of hierarchical development.

In this research by the degree of hierarchical development of the leadership practices it is meant the level of attendance of the manager in management processes. That is to say, the bottom of the hierarchical order of the leadership categories forms the managers who resemble management-type managers but still have more characteristics from leadership. The lowest categories may represent for example certain level of supervision and stability while the upper the pyramid is contemplated the more categories lack the *traditional* management and leadership practice characteristics.

As already mentioned before, the categories in phenomenographic chart were divided on the grounds of six elements. Next the leadership categories are introduced with the variation within these elements.

1. The emphasis and the main mission of the manager/leader
    - Leader is the author of strategic alignments; strategic goal setter
2. Subordinates' working
    - Subordinates prefer teamwork or
    - Subordinates work both in teams and alone
3. Leading/managing the change
    - Leader is an active designer for change; reformer of working environment; the one who validates the change or
    - Both designer for change and the maintainer of stability
4. Planning
    - Long-term planner
    - Both long- and short-term planner
5. Organizing
    - The leader is creator of adequate working circumstances; organizer of activities; motivator; enabler

6. The dividing of liabilities in organization and the distinctive personal characteristics behind these divisions
    - The leader is meaning creator; the most important issue for him/her is to commit subordinates
    - The leader is crisis solver; conciliator

In fact in this research there was only one interviewee who could have been somewhat placed into management-type category. However he also pointed out many leadership attributes likewise every other interviewee. For this reason the bottom of the phenomenographic chart, the first element, is created from the characteristics that were overarching to every interviewee. A bit unexpectedly the emphasis and main mission of every manager/leader was a desire for *strategic alignments and strategic goal setting*, which could be regarded as leadership characteristics (see Kotter 1990 in Yukl 2006, 6). All the interviewees had also a certain level desire for *visioning* which has been argued to be linked to leadership (Lunenburg 2011, 2; Yukl 2006, 5; Kotter 1990 in Yukl 2006, 6). Even though only few interviewees emphasized literally that they are visionaries they all could be stated somewhat visionary because every interviewee stated how they desire to plan the future and involve changes in their organization (see Lunenburg 2011, 2).

Subordinates of leadership-type managers seemed to work either in teams, both in teams and individually or just preferred working alone, so according to this research any generalizations of the subordinates working practices cannot be linked to either leadership or management practices. However many of the interviewees considered team work important in media field because the products of newspapers and PR agencies require multiple knowhow (cp. Deuze 2005, 452). Team work was generally considered as a goal to which their organization should strive for. Some interviewees considered isolated workers even somewhat threatening for the media workers' working environment because the working in media field requires solid cooperation with staff and other stakeholders.

The third element in phenomenographic chart is about the change management. It occurred that a very common characteristic within attention workers' leaders was a desire for change. Leaders seemed to be the initiators for the change and also the ones who explain the need for change to their staff and motivate the staff during the change. These characteristics are also supported e.g. by Kotter (1990 in Yukl 2006, 6) and Bennis (1990). Kotter (1990 in Yukl 2006, 6) states how forging the vision is intertwined with the change management and how explaining the vision to the staff is an important mission for the leader. It even occurred that a stabile status in media field was considered threatening.

> *Q6. All the time I'm having a fear of becoming a fat cat that is too lazy to move. And because of that one has to be a bit over-neurotic, cannot loose oneself, has to think all the time how the things are affecting us and what could we do better. What is happening in our customers' world that could have an effect on us also. And maybe it's a personal character. I'll get bored if the going is too steady.*

The leadership profile was not only about the change. There were also interviewees who stated how the change is seasonal. For them the change is not an end in itself but the change is meant to lead to stabile and routine-like working practices.

> *Q7. Our field is like that. It's reforming all the time. One has to take part of the reforming or one just lags behind others. Well I could say that I am a reformer if I'm forced but if we think it from the management perspective I want to create the feeling of safety and established routines.*

As the previous interviewee stated, the changing is for maintaining the competitiveness externally e.g. acquiring competitive technology for staff, but stability is for creating the feeling for security, routines and established practices in their organization, so to say, improve the efficiency of internal processes.

The fourth element in the phenomenographic chart is the *planning*. Almost all the interviewees, with the exception of one editor-in-chief, emphasized the importance of long-time planning in their work. Most of the interviewees stressed how they aspire to look forward as far as they can but some emphasized also the importance of 'living in a presence'. The integrated nature of long-time and short-time planning among the media field leaders however is in contradiction to Bennis' (1989) perceptions. Bennis (1989) have claimed that the managers are short-term oriented and leaders long-term oriented but the results of the perceptions of the interviewees explicitly are in contradiction to this claim.

> *Q8. Well it's both. It's quite hard to divide. The objective is on the long-run but the actions are more like taking care of the current issues. But one has to think all the time the long run. But if one is doing only the stuff related to long-term decisions and does not solve the short-time problems the long-term goals are not achieved.*

According to perceptions of media field managers both short- and long-term planning is vital. This however is again a one demonstration of the integrated nature of the concepts management and leadership (see Rowe 2010, 1106-1107; Yukl 2006, 6; Lunenburg 2011, 3; Nienaber 2010, 662).

During the phenomenographic classification it occurred that some *organizing* characters are going hand in hand. According to perceptions of leadership-type managers the aim of the manager is to create adequate working circumstances by organizing certain activities and motivating the staff. This happens by 'setting clear goals to the staff', 'offering opportunities for their success', 'inspiring and encouraging them' and 'managing the daily activities'.

> *Q9. Then there are a lot of personnel affairs e.g. recruiting, retirement stuff, every kind of liability changes, improving the organization. And then the strategic planning in general, that is, what we want to be after a year, after five years, I'm here especially for strategic planning. We are for example planning a big newspaper reform and I'm responsible for it.*

As the previous interviewee, quoted also previously, stated, her daily job requires her to involve both operational and strategic acts in her organization. Motivation and enabling may require going close to processes. This again is slightly in contradiction with the perceptions of Kotter 1990 (in Yukl 2006, 6) because Kotter divides operational goal setting, action plan establishment and staff organizing as explicit management characteristics. According to the perceptions of the interviewees they still handle these processes daily and still altogether represent leadership-type managers.

The five categories on the top of the pyramid have characteristics from leadership, management and alternative perceptions of management/ leadership. These categories represent the personal attributes of the interviewees and they were also noticed to be linked to the sharing of liabilities in media organizations, so the personal attributes and the sharing of liabilities were united into one element, *the dividing of liabilities and the distinctive personal characteristics* of attention workers.

When this highest element of the pyramid, *the dividing of liabilities and the distinctive personal characteristics,* is contemplated more accurate it can be argued that an attention work leader might be a *meaning creator*. A meaning creator emphasized that the personnel is the most important resource for the company. The biggest challenge for meaning creator is to commit subordinates and for achieving this, a meaning creator was argued to require emotional intelligence. That is to say, a meaning creator has to make subordinates feel their work contribution significant, offer the right amount of challenges and share liabilities fairly. The *meaning creator* however has also characteristics from alternative management/leadership perceptions because it is very close to the perception of story-based leadership (Karkulehto and Virta 2006, 151–152): Karkulehto and Virta (2006, 151–152) argue how a new challenge for managers is to give meanings to work and communicate the meaning agreeable to their subordinates. It also occurred that in communication specialists' organization subordinates shouldn't be nurtured because they are very autonomous (cp. Sipilä 1996, 13). The managers of attention workers also stated how they do not supervise their subordinates.

> *Q10. Well I think this describes this organization where I'm working that we don't supervise anyone. We don't even speak it with that term. That is, we set clear goals, and that means both contextual quality goals and sales goals in euros. And we do everything to achieve those goals but do not supervise.*

As the previous interviewee stated they do not supervise their subordinates but the "supervision" comes from the organizational goals fulfilled and reanalyzed. It also occurred in the interviewees that managers don't dictate the working methods, the goals fulfilled is the more important matter than the way the work was done. Aforementioned regards lead to notion how the characteristics of *meaning creator* represent both leadership and alternative perceptions of management/leadership characteristics.

The second personal attribute of attention work leader was a *crisis solving and conciliating character*. A crisis solver is leader who advises his/her subordinates during the crisis and also self-directed aspires to solve the crisis. A crisis solver requires characters such as negotiability and supportiveness. The crisis solver is also a conciliator, that is, the aim of conciliator is also to prevent crisis.

> *Q11. Well I don't seek for conflicts. It's not a situation where a feel the best. I am supportive and I know that the people perform the best if they are not embarrassed. I avoid situation where people could be embarrassed or might lose their faces.*

Crisis solver was differentiated as its own category because the interviewees in other categories didn't emphasize their desire to solve conflicts and crisis.

Aforementioned elements were supported by the previous researches or were only slightly in contradiction with some theoretical perceptions. In this research however occurred that the leadership profile of attention workers is a bit more complex than previous researches indicate. As it was stated in previous chapter, traditional attributes associated to leadership (see Bennis 1990; Kotter 1990 in Yukl 2006, 6) are now mentioned to be linked in the leadership profile of attention workers but in the interviews also occurred some characteristics which were classified as alternative management and leadership perceptions in the theory part of this research. Those two categories, placed on the top of the pyramid, are introduced in next chapter.

6.2.3 The alternative perceptions of management/leadership

The upper the phenomenographic pyramid is contemplated the more the personal attributes of attention work leaders were noticed to lack supervision, dictation and other traditional industrial-like management styles (cp. Sipilä 1996, 72; Ehin 2008). As Hamrefors (2010, 144-151) have also stated about the communication specialists, a communication manager might adopt a role of a *coach*. This perception was also supported by the results of this research. The interviewees stressed how as a leader they might be problem solvers and they intervene to their subordinates work only in the moments when some problems occur. The atmosphere in their organization is dialogic, not commanding. The mission of the leader is to show the right direction and autonomous subordinates generally strive to this direction with their own working methods. If some problems occur the manager is there for *coaching* the subordinates and sharing his/her perceptions and knowhow. *Motivating* was considered as an important attribute as relating to coaching and for the leaders who are to show the way to their subordinates. A couch-like leader character may not be restricted only to minor organizations as the answer of this editor-in-chief of a large newspaper indicates:

> *Q12. I could say that about 80 percent of my work day is about helping, guiding, sparring, and I mean especially here inside our organization. My closest coworkers are the other managers and with them we're working very closely. And individual journalists also very often come to talk with me. I talk with them about the future sights and they tell what they wish, what kind of changes and training they wish. And they also ask all kind of separate things.*

However in coaching there occurred difference between the editors-in-chief and PR managers. Editors-in-chief stated how their organization is so large that they generally work only with their immediate subordinates, that is to say, managers next to the editor-in-chief. PR managers again stated how their organization is minor and they are *coaching* their whole organization. Even though the leadership target group was this different the perceptions about the coach-like leadership profile were similar.

The tip of an iceberg, so to say, the highest top of the phenomenographic chart represents the leaders who deny supervision and disapprove the traditional perceptions about the management and leadership practices (cp Ehin 2008). They don't dictate subordinates what and how to do. In fact they might consider themselves as the consultants like their subordinates – still having managerial burden such as financial and legislative liabilities. One interviewee even pointed out how she is trying to "make herself useless" in her organization:

> *Q13. I pretty much talk about knowledge transfer –kind of matters, that is to say, I'm trying to transfer some knowledge to other people. And all the time I aspire to make myself useless. And I know that many people think that in a consultancy business this is stupid because one would like to be important. But if you're trying to make yourself useless then you aspire to help people in their work and they become better and more autonomous.*

Previous answer could also be interpret so that the interviewee is not trying to make herself useless as a consultant but lessens the tight forms of management and leadership (cp. Ehin 2008). According to previous interviewee the knowledge shouldn't be centered on the top of the organization but to be divided evenly everywhere in the organization. According to her and many other interviewees she also aspires to share as much liabilities to her subordinates as it is possible. This is for example an answer of another CEO of a PR agency:

> *Q14. We have a kind of, we call them guidance groups, that is, we have meetings every two weeks with the teams who are working for certain customers. Then people are reporting and tell how the project is going and what kind of results they have gained. But our aim is that people would be as autonomous as possible. This is the main principle we treasure, autonomous professionals and managing themselves. And this means that the people are given a lot of liabilities and power to manage their own work.*

Aforementioned issues are for example reasons why the interviewees considered their organizational hierarchy explicitly flat: the liabilities are shared everywhere to the organization and organizations' sizes are small. Or one could even say that many of the media organizations included to this research could be considered as semi-large or even large but like the interviewees highlighted the communication in their organization is free. The perceptions of the interviewees of their organizational structure resemble the theoretical perceptions of Ehin (2008) about the *shared-access system*. The organizational structure of shared-access system is based on free information access and there are no specific boundaries within organization. The interviewees, especially the heads of PR agencies, of this research also emphasized the lack of boundaries when stating how their organization lacks traditional management and the work atmosphere is collegial.

A one notion is that interviewees mentioned in passing how, except that their organization lacks traditional management department, their organization have several managers, or as they call themselves, partners. This idea is also identified by the theory of shared leadership (Karkulehto and Virta 2006, 149–150). However because the notion was mentioned only in passing and there were no questions in questionnaire which would have mapped the phenomenon of shared leadership it is not examined any further in this research. However it could be a very interesting theme for further studies.

The most definite difference in this category between the PR managers and editors-in-chief is also related to liabilities. That is, editors-in-chief emphasized the liabilities what their task requires them to do and that their liabilities are legislative. Some PR managers also mentioned that they are liable for the financial matters in their organization but didn't emphasize it as clearly as editors-in-chief.

A one remarkable notion was also that management-type editor-in-chief highlighted some characteristics which could be preferred to aforementioned alternative perceptions of management/leadership.

> *Q15. Well my work is not about directing hand-in-hand. This is why we have the management in our company for example managing editor and secretaries of different departments. Of course I do some directing but only a little.*

Because of the management-type manager references to leadership practices no interviewee could be generalized as management-type manager, though few of the interviewees pointed out some management characteristics. Because the management, leadership and alternative management/leadership practices were noticed to appear this integrated in media organizations the highest two boxes in phenomenographic chart are dragged on the top of the management categories. However this research do not claim that every media organization have a manager in their organization who conducts him/herself e.g. like a *coach* or aspires to lower the hierarchy of his/her organization. The results of this research are interpretive and the most important result of this research is the overall picture of the leadership and management profile of attention workers – not necessarily the different categories occurred in the phenomenographic chart. This profile is validated by linking it to the ongoing change of the media industry (see e.g. Jyrkiäinen, 2008, 9; Väliverronen 2009, 13) and the overall picture of managing/leading the attention workers is discussed later on in this research.

6.3 The change in media industry and its connection to management and leadership practices of attention workers

The answers for the questionnaire were clearly divided into three parts. The first part of the questionnaire was mapping the management and leadership practices of attention workers. The second part mapped the media usage of the interviewees, the channels they are using for managing/leading their subordinates and their usage of different push and pull processes. However, as already mentioned earlier, the second part of the questionnaire was not placed to the phenomenographic chart. This is because otherwise the phenomenographic chart would have become nebulous. In this chapter the most essential research results related to media and channel usage of the interviewees are introduced. Also the most essential research results related to the change in media industry are examined.

6.3.1 The media usage of the interviewees

A very common statement among the interviewees was that they are large-scale consumers of different media channels and platforms and their media consuming has become *scanning*. That is, currently there are much more information available than before and these interviewees sift the essential information from the unessential. Consequently, the interviewees generally stated how the information has democratized. By this they mean that nowadays everyone can get the same information from the internet for free, information could be gained from several different sources and no medium has monopoly in media industry. This again is a characteristic of *pull*: the publics seek and consume the information they desire.

Many of the interviewees stressed how they have lessened the usage of radio and television. Their usage was lessened not only as private persons but they also argued how the *strategic need* of these channels in newspapers and public relations has to be reconsidered. As marketing channels they were for example mentioned "not to bring such returns than earlier". The usage of newspapers however varied the most. The editors-in-chief emphasized the importance of print media while the heads of PR agencies generally stated to acquire the news from new technical platforms such as tablets and mobile phones. The heads of PR agencies emphasized more explicitly the media change from *push to pull* by giving several examples of the publics' desire for seeking the desired information. Also editors-in-chief stated the explicit influence of *pull media* when they stated the news transition to Internet as unavoidable, nevertheless, not threatening. That is to say, the new media platforms were considered rather as opportunities than menace to the news industry.

In general all the interviewees emphasized the importance of Internet in their business. For editors-in-chief Internet represents globally fast media which offers news topics and enables a new kind of cooperation with their readers. Among the editors-in-chief social media, as the most representative *pull* media, was however considered as "disappointing", as a "media ground that hasn't still showed its all potency" or "a channel which they still cannot be used efficiently in newspapers". However the heads of PR agencies stressed how social media has changed their industry. It was argued to be for example an efficient channel for recruiting, sharing information and knowhow, creating professional networks, keeping contact to their customers, and following topical and possibly business-changing issues.

6.3.2 The change in media industry

Generally, and a bit surprisingly, the heads of PR agencies emphasized the change in media industry more than editors-in-chief. The heads of PR agencies considered the change more comprehensive while the editors-in-chief stated how the change has come gradual and "one just have to live with it". One chief of PR agency for example pointed out how the increase of information has explicitly changed the field of communication professionals:

> *Q16. But this is affected by the, that is, where the business model has been based on sitting on some information or owning some channels or media, these businesses have to reshape their business plans. What is the role of all kinds of middle-men today? If their role has been dominating some channels or information and now that the information is available for everyone, everybody knows where to get that information, they can have it for free, no channel is monopoly, I say, this has a huge impact to our business in media field.*

As the interviewee pointed out the trump of communication specialists is not any more the information they possess because anyone can nowadays find any information from the Internet. This again has changed the work field of public relations agencies. According to interviewees, instead of sitting on their knowhow the role of PR agencies nowadays is e.g.

- to create meanings to their clients messages
- to stand their clients out from the crowd
- to analyze and monitor the development of the media field and to offer their clients the most recent and practical innovations
- create and provide some added value to their customers

Some heads of PR agencies also stressed how the traditional media channels should nowadays be challenged.

> *Q17. The paid media spaces are still somewhat managing quite strongly but their effectiveness seems to lessen constantly. And they are replaced by deserved media.*

By *deserved media* the interviewee meant about the media where the spotlight has to be earned. He also stated how this has affected to the media industry so that the public relations are strengthening while the marketing and advertisement business is having hard times. He stressed how an overtone is that consumers seek themselves the desired information and contents.

> *Q18. We are currently living in an information-seeking-society where people search themselves for the information they want. They don't care about anything else.*

This change is also discerned by the several researches (see e.g. Leavy 2010, 8; Schmidt 2007, 11; Sands 2003, 31) and could also be called as the change from *pushing* the message to *pulling* the target groups towards the information they desire.

Also some negativity towards e-mail usage was noticeable among the heads of PR agencies. They argued how e-mail suits the occasions when the matter is straightforward and simple. Otherwise the customer, subordinate or partner in cooperation should be connected by phone, face-to-face or e.g. using Skype or other corresponding channel. Despite the negativity towards e-mail it was still considered as one of the most important contact channels.

As already mentioned, the editors-in-chief did not emphasize the changes in media industry as explicitly as the heads of PR agencies. They mentioned how the number of media channels and platforms is increasing and they have to adapt to this change for example by offering new services and increase their knowhow internally. Social media for instance was considered as a potential future customer cooperation platform but currently the investments to social media have not repaid the efforts. According to these results it seems that editors-in-chief emphasize the explicit nature of the changing from push to pull less than the PR professionals.

One emphatic notion was also that the newspapers compete from the readers but when the editors-in-chief were asked how they gain the attention of their publics they stated how the situation in real life is reverse – the publics and partners in cooperation compete about the attention of editors-in-chief. This might explain why the editors-in-chief didn't emphasize the *pull processes* as much as the heads of PR agencies: the editors-in-chief already consider interactivity with the target groups to be in a functional level and all the renewals should be done stepwise. According to editors-in-chief the changes in news industry currently are that

- there is less time to work stories because in the Internet the deadline is continuously on. The fear of increasing of the mistakes is substantive.
- the contents are fragmenting and target groups are smaller and smaller.

6.3.3 The possible effect on changes in media industry towards the management and leadership practices of attention workers

Few of the interview questions related to the media usage of the interviewees were so called meta-questions, that is to say, their purpose was to lead the interviewees logically to the main questions of the interview. The interviewees were for example asked if the changes in their media usage have affected their management/leadership practices and this question could not have been posed if there would not have questions such as "Which media do you use daily in your work?", "Which media or channels do you use leading/managing your subordinates?" and "Has your media usage changed recently somehow? What kind of changes if any?" An interesting notice is that when the interviewees were asked if the changes in media industry have affected their management/leadership practices their answers almost without exception were "they have not affected". After turndowns the questions were continued such as "Have they affected working processes in general?" However when their answers were examined as a whole some connections between the change in media industry and the management/leadership practices were found and also the aforementioned changes in media industry occurred.

All the interviewees stressed how the most practical 'channel' for managing and leading their subordinates is the face-to-face communication. Many of the interviewees stated even how they aspire to avoid other channels like social media for managing their subordinates. Consequently, this implicates that the management and leadership practices of attention workers are more under the influence of internal actions than external changes.

However one stressed matter related to the change in media field was the recruiting of new staff. The changes in media industry have made the heads of media companies to think how they could reach the potential staff most efficiently (cp. Leavy 2010, 7). The current *pulling*-like media usage of audiences however has made it more complex. The traditional media do not necessarily represent the most efficient channel for recruiting:

> *Q19. We put some recruiting ads to the biggest newspaper of Finland and thought that it would be a kind of 'king media' which would bring us some candidates who are not currently seeking for work but could think of changing to us but… Only few references showed up.*

This however is a notice what Hagel (Leavy 2010, 7) have also emphasized: reaching the potential staff is one of the biggest challenges for maintaining *pull leadership* in organization.

6.4 Expectations towards future management and leadership and the future media

The expectations towards future management/leadership and the usage of different channels were not as unite as the previous results. The interviewees were directly asked how they consider their future management/leadership to be realized, if they consider the management/leadership practices to be changed, would there be any changes within the sharing of liabilities and what would they think of the future of different media.

Some interviewees stated how the "leadership will not change because after all it's just the same as always – leading people". On the other hand some stated how the renewals in the future certainly will change the management/ leadership practices because the changing media environment for example may require faster policy making.

The increase in sharing of liabilities was considered as an ideal situation which should be a mission for businesses consisting of autonomous consultants. In future their own work was expected to contain more analyzing, digitalization, new working methods and the environment of communication specialists is expected to be even more dynamic.

> *Q20. Well I could say that for most of the people working in newspapers the work is about adaptation, the environment is dynamic, that is, the surprising situations and changes are a standard in our business. And the challenge for managers is to spot possibilities where other see only chaos and distress. So what will be emphasized, if something changes, is that one has to able to think otherwise. And be few steps further in the future. So this will change. Management/leadership has to be more dynamic.*

As the interviewee mentioned, the newspaper industry is about *adaptation*. Besides that this includes the idea of changing media industry and how the media companies have to adapt to this external change, it may also have an effect on internal processes. Even though the interviewees didn't consider the external change to have an influence on their management and leadership practices, the change could have been so slow that it is hard to notice. For this reason the future research of managing/leading the media companies should concentrate on comparing different times and management/ leadership practices.

What comes to the future expectations of the media field at large, the change in media industry was considered to become a status that cannot even anymore be called as a change. In fact it was argued as the 'current status which has come to stay'. The interviewees also stated how they expect the platforms and channels continue to fragment and multiply and how the digitalization only continues. The *push media* (e.g. TV and radio) were considered to be the biggest losers in future because of their time and place linkage. The media which could utilize the potential of *pull* strategies or adapt to the customers' needs were considered to win the media market shares in future. Also the increasing globalization was mentioned several times but its possible effects were not discussed. Aforementioned regards are important for the managers of media organizations as they are the ones shaping their organization's strategy.

6.5 Reflection of the results

The leadership and management categories of attention workers in this research are suggestive and some other researchers could order the categories differently. Also some other categories could be found or some excluded. Also the themes, which form the ground of questionnaire, could be various and the categories could change depending on the themes selected to the questionnaire. However more important research result than the categories detached is the overall picture of the management/leadership profile of attention workers.

The concepts leadership and management were differentiated on the grounds of perceptions of Lunenburg (2011), Kotter (1990), Yukl (2006), Bennis (1989), Augier & Teece (2005), Darling & Nurmi (2008) and Rowe (2010). On the grounds of the differentiation the aforementioned researchers have made the results of this research indicate how the leadership-type characteristics explicitly occur more frequently. However the dichotomy to management and leadership practices were noticed to be insufficient for explaining the whole phenomenon. That is, the interviewees emphasized clearly the humanitarian aspect in their leadership practices and readily talked of the leading with the words *cooperation* and *coaching*. That is to say, the alternative perceptions of management and leadership were actually dominating in results when the interviewees stated how autonomous the subordinates in media organizations are. The dictation and supervision are unfamiliar for the interviewed managers and they aspire to give a lot of liberties to their subordinates. The liabilities in PR consultancies and newspapers also seem to be shared evenly. It should also be noticed that especially the heads of PR agencies generally emphasized how they lack traditional management in their organization. That is, they emphasized how every worker including management is doing the work with customers like everybody else in their organization. These aforementioned elements explicitly resemble the characteristics of Ehin's (2008, 343) *shared access system*.

Now a fundamental question arises: why does the concept *shared access system* (Ehin 2008, 343) fit so well to the working field of PR and journalism? An answer to this question in PR industry might be that the agencies are rather small and the customer relation operations need also the work contribution of the CEO of the company. This again leads the CEO to do the same work tasks as his/her subordinates. It also might be the reason why the hierarchy in these organizations is very low and the atmosphere is collegial. What comes to the news industry, the industry nowadays requires knowhow of multiple media channels and formats, that is to say, specific knowhow of the journalists. Consequently, as the journalists with their specific knowhow may nowadays be more competent than their manager (cp. Sipilä 1996, 65-67), editors have to treat their subordinates like *experts*. This again has made journalists quite independent or, alternatively, desiring team work. In addition Internet has changed the deadline in newspaper to be continuously on so that manager of newspaper cannot supervise all the actions; supervising in media organizations comes from the achievement of scheduled goals.

However, now another fundamental question arises: what is the manager for in media organization if he/she is not managing? As a matter of fact the issue is not about traditional management or leadership practices and the theoretical perceptions of how the management and leadership should be realized. The management/leadership profile of attention workers is a consequence from an organizational form which is composed of skillful and autonomous professionals. The autonomous nature of attention workers might be a consequence of their knowhow, that is to say, the subordinates may have more knowledge than their managers (see also Sipilä 1996, 65-67). Their work schedule is rapid and requires fast decisions and the approval for every decision could not be demanded from the managers. The supervision in media organizations is realized by having meetings regularly and by setting the common goals. Because the management in media organizations has especially economical liabilities and they are responsible e.g. for stockholders, the management intervenes to their subordinates' actions if the goals are not achieved. The improvements however are made by discussing and impressing the strategy, vision and goals.

It also occurred that the hierarchy of the PR consultancies and newspapers is low, though the hierarchy somewhat grew as the bigger newspapers were examined. Still noticeable is that even though the organization had hundreds of employees the interviewed managers considered their organization as small and the hierarchy within low.

The managers of attention workers however do not lack management-type characteristics. Their work also seems to include purely management-like elements such as handling the different organizational processes, recruiting, operational goal setting and short-term actions (see Kotter 1990 in Yukl 2006, 6; Bennis 1989), though the leadership-type characteristics and the characteristics from alternative perceptions of management/leadership are more explicit.

What comes to the change in media industry, the pull processes are emphasized in media field but both push and pull processes are in use, depending on the target groups and clienteles. Some of the interviewees considered the change affecting the business *strategy* but all in all the change in media industry was not considered to have an explicit effect on management and leadership practices of attention workers. As the interviewees emphasized their management position will be *leading, cooperating and coaching the people* whatever the change in their industry will be. The interviewees however stressed how their management/leadership practices may vary because media environment is turbulent and requires flexibility. However one can state how the current markets favor autonomous experts, team working, and the exiguity of dictation and supervision.

However the current emphasis of pull processes in media industry was considered as steady times for PR agencies while the traditional marketing agencies were speculated to have fewer returns than before. Newspapers again do not utilize the pull processes e.g. social media, search engines etc. so strategically than PR agencies because they have still not been considered efficient in newspaper industry. The expectations towards pull processes in newspapers however were more positive. The pull processes were stated to enable new kind of cooperation between the readers and journalists.

Hence, almost every interviewee, both the heads of PR agencies and editors-in-chief, highlighted in some point how their personal media usage has become *scanning*. That is, they quickly look through the daily media and seek for interesting topics. In other words, they are using *pull methods* for seeking and filtering the worthy information. This demonstrates how the shift *from push to pull* is in daily use in media organizations - even though the interviewees would have stated how the push processes are still not in their strategic use. For this reason this study suggest that

- Editors-in-chief should become aware of the information-seeking-society (shift from push to pull) and should take this into account in strategic planning (see the chart in chapter 3.3.1)
- According to interviews the heads of PR agencies are quite aware of the shift from push to pull in media field. An analytical approach to pull actions however should be considered when forming the strategy (see chapter 3.3.2)

Besides that the push and pull processes in this research were introduced as a channel-centered idea, the concepts push management, push leadership, pull management and pull leadership were also discussed (see Leavy 2010; Denning 2010). Now that these theoretical concepts are compared to the central findings of this research it occurred that the work field of managers of attention workers resembles only pull processes in management and leadership context. That is to say, the field of attention workers consists of both pull management and pull leadership (cp. Denning 2010, 15-16). This is because like Denning (2010, 15-16) argues the pull management is about understanding how different audiences construct their world and perceptions through their relationships and interactions, conversations and dialogues. Consequently this is the clear pull characteristic: both the pull management and pull leadership are based on dialogic interactions.

Denning (2010, 15-16) argues how pull managers have to understand the general view of changing environment, recognize the emerging conflicts, "potholes, misinformation, and new high-value ideas". Pull leadership again is about the understanding of what a leader should do to make labor force to adopt the company's goals, spreading of the company message ensuring that the people also spread the message (Denning 2010, 15-16.). According to interviewees the common goals are the motivators and drivers in media organization because the direct guidance is lacking.

7 CONCLUSION AND ANSWER TO RESEARCH QUESTIONS

The research problem of this study was formed on the grounds of the call for research which would map the management and leadership practices and characteristics of attention workers. That is to say, thus far this is the first research which identifies the management field of attention workers. The research problem was divided into three research questions:

1. *Does communication management in attention society have more elements from management or leadership - or is it something alternative?*
2. *According to perceptions of top media managers, has the changing media field affected their management or leadership practices?*
3. *What are the perceptions of chief editors and heads of PR agencies about the future sights of managing attention workers?*

7.1 Managing attention workers – management, leadership or something else?

The first research question mapped if the management of attention workers resembles the theoretical perceptions of management, leadership or if the management/leadership practices of attention workers represents some alternative forms of heading a media organization. The results of this study indicate how the management in the highest level of the organizations resembles explicitly leadership, that is to say, the heads of Finnish PR agencies and editors-in-chief emphasized explicitly more leadership elements in their interviewees. Besides, the leadership practices occurred in larger variation than management practices. However results also indicate a certain lack of management interfering to the organizational processes and subordinates' work. An interesting notion was that many of the included organizations resemble *the shared-access system*.

Shared-access system is an organization model introduced by Ehin (2008, 343). The hierarchy of media organizations is low, likewise the hierarchy in shared-access system; workers call themselves partners or cooperators rather than subordinates, the liabilities are shared evenly inside the organization, the workers are autonomous in decision making and the expert power, instead of position power, dominates. Supervision and direction is lacking or it is shown for example as weekly or monthly reporting and meetings. (Ehin 2008, 343-347.) The workers in media organizations are driven with common goals and they have much autonomy of fulfilling these goals. The heads of PR agencies emphasized their economical liabilities and editors-in-chief again their economical and contentual liabilities. The role of the manager in many Finnish media organization resembles a role of a coach (see also Hamrefors 2010, 144-151). That is to say, they may advice their subordinates if needed but in general they do the same work tasks as their subordinates.

These results were generated on the ground of phenomenographic categorization. The interviewees were asked several questions charting their own perceptions of their management and leadership practices, their desire to share liabilities, reporting, supervising, their desire for stasis and change, orientation to strategic and operative thinking, team work in their organization and the role of the interviewees during the changes.

However even though the leadership characteristics were stated to represent the management field of attention workers, one important notion is that the heads of media organizations still have some elements from management. Their work may include for example personnel administration and handling of other operative processes. Hence, as a summary it could be stated how the management profile of attention workers is a mix of leadership and management practices and the shared leadership characteristics of shared-access system (See Ehin 2008).

7.2 Has the changing media field affected the management or leadership practices of attention workers?

The media industry was stated to be currently in change both in theoretical and empirical findings. The second research question asked if the interviewees considered the change in media industry to have an influence in their management or leadership practices.

The interviewees themselves in general argued how the changing media industry has not affected their management and leadership practices. On the other hand their management and leadership practices are governed by the atmosphere of *shared-access system* (see Ehin 2008). That is to say, their management and leadership practices are not very manager-emphasized. Their management/leadership style seems to be flexible and adapts to the turbulent media environment and this may just be the time that requires subordinates to be autonomous and driven by the internal self-centered drives and reward systems (see also Ehin 2008, 338-339). On the other hand, the changes in management and leadership practices may have been so slow that they are hard to notice, especially if the change of management/ leadership practices are about the adaptation, that is to say, adaptation to internal and external impulses. As a conclusion it can be stated that the role of management/leadership practices in media organizations is to maintain their organization updated and competitive, that is to say, there are times which may require strict management practices while other times favor *shared-access system* –like laissez-faire.

Even though the interviewees didn't consider the increasing of media channels or the media change from push to pull, for example, affecting their management/leadership practices, they stated how the management practices still somewhat follow the external changes. Some periods require the autonomous attention workers to work without clear guidance while there was stated to be times when the leader in organization has to show the way and explicitly lead his/her subordinates.

7.3 Perceptions of the chief editors and heads of PR agencies about the future sights of managing attention workers

The third question was about the future perceptions and expectations. However the future sights were the most divergent answers in this research. In general the interviewees believed that the digitalization continues and new channels and media platforms will rise. Some of them had expectations that the changes in media field may affect the management and leadership practices of attention workers because the changing media environment may require for example faster policy making. However few of them stated how there won't be any explicit changes because the leadership will always be the same – leading people. And this again includes always the same elements such as open and elaborate communication, and 'leadership skills' in general.

All in all the future of attention workers was expected to contain more analyzing, digitalization, new working methods and the environment of communication specialists is expected to be even more dynamic.

8 DISCUSSION

The aim of this research was to create some understanding of the management and leadership practices of attention workers. This research task was approached by creating a suggestive model of the management/leadership practices and reflecting the occurring characteristics to the change in media industry. The suggestive model was created by qualitative analysis method, phenomenography, and the change in media industry was simplified by dividing the change into push and pull processes.

The research subject was challenging because there is no previous research explicitly concentrating on managing/leading media professionals, that is to say, attention workers. However, even though the fully-related theoretical background was scarce, the theoretical basis of this research was completed with other theoretical perceptions from other business fields (e.g. from marketing). The multifaceted answers and elaborate self-analysis of interviewees enabled detailed answers to the research questions and some contradictions to previous theoretical perceptions were made. Many interesting and surprising notions occurred in this study and hopefully this research inspires researchers to examine this subject also in the future. Next a more detailed evaluation of the reliability and validity of this research is reviewed and some future research themes suggested.

8.1 Evaluation of the study

The premise of qualitative research is subjectivity and acknowledgment that researcher is the pivotal implement of the research. The credibility of the research is explicitly linked to the researcher, thus the evaluation of the credibility of the research is argued to concern the whole research process (Eskola & Suoranta 2008, 210). Credibility and dependability, that is to say, the rigor of the research is commonly examined through the concepts of validity and reliability (see e.g. Riege 2003, 75-79; Sin 2010, 306) so next the validity and reliability of this research are evaluated.

Validity in general measures if the research is qualified and adequate, that is to say, if it is made thoroughly and the results could be considered accurate. Hence, according to Saaranen-Kauppinen & Puusniekka (2006) research may lack validity if

- the researcher creates relations and principles wrongly
- the researcher cannot identify the relations and principles
- the researcher asks unrelated questions

In this research the different *relationship* between theoretical and empirical concepts, e.g. the relationship between management/leadership practices and the change in media industry, were questioned during the whole research process; on the other hand, the possibility that these aforementioned two different concepts have a connection was not ruled out. Also the connection of different theoretical concepts was evaluated continuously during the research process, that is to say, a continuous *identification* of valid concepts was made (Saaranen-Kauppinen & Puusniekka 2006). The critical examination of the relationship of theoretical concepts and results is shown for example as the contradiction between theoretical concepts and empirical findings: the basis of the results was created from the 'traditional' management and leadership models while the results of this study indicate certain lack of traditional management/leadership practices. However the simultaneous existence of traditional management/leadership practices in media organizations was also considered and identified, so the results of this study also indicate that management/leadership models partly exist in these organizations. This gives room also for other perspectives in future research.

As already mentioned, one of the criteria of validity is that researcher asks 'the right', that is to say, valid questions (Saaranen-Kauppinen & Puusniekka 2006). The first glance to the questionnaire of this research however may lead the observer to estimate the importance of certain questionnaire questions. However, if the questionnaire of this research is examined more thoroughly, one can notice that some questions were meant to be directional, that is to say, their purpose was to lead the interviewees to discuss their management/leadership practices, media usage, the change in media industry and the possible connection of aforementioned subjects analytically. Thus, the questionnaire was created for gaining an overall picture of the examined phenomena, so the questionnaire questions together form a unity. For improving the validity, the questionnaire was also tested before the proper interviewees. Consequently some changes to the question order were made and some important questions were added.

Thus, validity is generally divided into *internal* and *external validity* (Riege 2003, 78; Eskola & Suoranta 2008, 213). *Internal validity* is related to the balance of theoretical concepts and logic of the relationship between theoretical concepts and research method (Eskola & Suoranta 2008, 213). In this research internal validity is aspired to be improved by constantly estimating what theoretical concepts are valid for the research. For instance a thorough re-examination was made when defining the changes in media industry. Also the research method was chosen on the grounds of the idea that the analysis would be as holistic as possible and penetrates to the research subject exclusively. According to Eskola and Suoranta (2008, 213) *external validity* means the relationship between interpretation & conclusions and research data. Consequently, external validity is argued to be more related to researcher him/herself than interviewees (Eskola & Suoranta 2008, 213). In this research external validity is aspired to be improved by including all the answers, which are related to management/leadership practices, to the phenomenographic chart (see also Åkerlind 2012), but also by examining the research data as varied as possible and by highlighting citations which describe the phenomenon explicitly.

Reliability in general measures how rightfully research represents the research subject. The research interpretation again is argued to be reliable when it doesn’t include any contradictions (Eskola & Suoranta 2008, 212-213). In this research the reliability of interpretation is ought to improve by reading the lettering material several times and by evaluating the occurring categories and interpretations again and again. The purpose of phenomenographic research, however, is to examine the phenomenon as faithfully as possible by identifying and describing individuals’ conceptions (Sandberg 1997, 204). The reliability of phenomenographic research is also criticized on the subjective results (see e.g. Sandberg 1997, 207-208). Saaranen-Kauppinen and Puusniekka (2006) however ask a relevant question: who could even claim that subjective perceptions of interviewees wouldn’t represent reliable research results? On the contrary, the individual perceptions are argued to contrast the phenomenon as it exists in reality (see e.g. Sandberg 1997, 208) – but in a subjective (human experience), not objective way.

In this research reliability was ensured by using a detached observer. The phenomenographic categorization was tested with a detached person who randomly chose 10 answers from the lettering material and placed these answers by her discretion to the right categories, as this has been argued to be the most valid way to ensure the reliability of the phenomenographic research (see Åkerlind 2012; Sandberg 1997, 205). The detached person placed 70 percent of the answers straight to right categories and argued how the two of the categories she could have placed to the categories the researcher intended. Consequently, only one quote from 10 was placed in a category which the researcher would not have intended. The placement was explicitly accurate because these categories were not amplified before the placement: the detached person placed the answers to right categories on the grounds of only the names of categories. Hence the phenomenographic categorization of this research could be argued to be reliable (see Åkerlind 2012; Sandberg 1997, 205).

What comes to the sample size of this research, Eskola and Suoranta (2008, 215) for example argue how an adequate sample size in qualitative research is impossible to predict. As a general instruction Eskola and Suoranta (2008, 215) highlight how the researcher shouldn’t be too greedy for hoarding the interviewees. The size of the research sample of this research, fourteen interviewees, may sound massive for qualitative research, but in fact the recommended amount of interviewees of phenomenography is from 15 to 20. However, already during the 10th interviewee the answers started to repeat themselves and the categorization became settled. However some interviewees were still included so that the final sample consisted of 7 heads of PR agencies and 7 editors-in-chief.

In this research it is admitted that the results of the phenomenon may vary depending of the interviewees and research time. These limitations are identified more precisely in next chapter.

8.2 Research limitations

Because the phenomenographic research is explicitly based on subjective perceptions, subjective both in interviewee and researcher levels, the perceptions of the examined phenomenon may vary depending on the given answers or the observer (researcher). However, even though some other researcher could have identified the categories of the results of this research differently, the examined *phenomenon in general* is likely presented similarly in other research. Consequently the author of this research does not even recommend of using the phenomenographic categories of this research independently but as a relation to each other and with recognition that a manager in media field may have characters in many of these categories simultaneously.

A one challenging factor of this research was the research time. Because the research took place in a time where the whole media industry had been stated to be in a change (see e.g. Jyrkiäinen, 2008; Väliverronen 2009) the results of this research can not necessarily be generalized in steady times. On the other hand, can it be assumed that an industry which is developing hand in hand with technological development could face very steady times? It has even been argued that society in a whole is in a constant change and organizations in the business world have to adapt this ongoing changing situation (see Huuhka 2004, 33-34). Huuhka (2004, 33-34) even argues how there might not be returning back to the stabile situation that prevailed before the technological revolution in 1920's. Organizations just have to adapt to the turbulent environment with flexibility and management and leadership practices have to reply to this call (Huuhka 2004, 33-38). On the other hand if the media environment someday faces stabile times, it would be fertile to examine if the management/leadership practices still resembles the results of this study. However this research is considered to create a considerable ground for future researchers of the management/leadership of attention workers.

8.3 Suggestions for future research

This study examined only Finnish media organizations. The interviewees however pointed out how the media field at large is explicitly under the influence of globalization. It would be important to examine if the results of this study are to be generalized to the media organizations world-wide. Without research it is impossible to say if the media organizations, in spite of the global field of operation, have national differences in management/ leadership practices, so an international perspective should be considered in future research.

Like it was also already mentioned, some of the newspapers were slightly bigger than PR consultancies. Some editors-in-chief also mentioned how they are daily cooperating mostly with their closest colleagues, that is to say, with the middle-managers. For this reason it could be interesting to examine the hierarchy in general by interviewing middle-managers and journalists in newspapers. This is because the perceptions about the hierarchy may vary when it is examined from the subordinate point of view.

In the interviews it occurred that some PR agencies have multiple leaders, or as they call themselves, partners. A deeper analysis and research of the shared leadership in media organizations would be important to be carried out.

Now that the media organizations are stated to lack somewhat traditional management and leadership practices, it would be interesting to examine if the work field is influenced by some informal dominant relations. These relations could be examined for example by interviewing attention workers from all levels of organizations and by mapping their desire for leadership actions. Consequently this kind of suggestive research could point out how much subordinates in media organizations need leadership services and what kind of management/leadership actions would be the most efficient to be carried out. Efficiency and contentment at work would be very important research subject in media organizations especially now when the media environment is facing turbulence and the labor force is cut down. Future research concentrating on the internal processes of PR agencies and newspapers could generate vital implications for the future.

8.4 Implications for the future of PR and journalism

Several interesting notions came up in this research and few of them indicate how the communication field changes constantly. Evidently one regard is the change from *push* to *pull,* that is to say, public relations specialists and journalists should concentrate on marketing and communicating of their services with regard that consumers seek information what they consume. However this regard is not limited on consumers only. The media workers act the same way and heads of PR agencies and editors-in-chief should take this into consideration when managing their organizations. That is to say, they should contemplate their operations analytically for achieving the benefits of *pull management* and *pull leadership*.

As an operative level the change from push to pull requires communication specialists e.g. to emphasize the importance of usability of their organizations' webpages. That is to say, communication specialists should reconsider how their organization is on view in search engines and how organized their web material is. Also a continuous testing for achieving user-friendly and efficient sites should be carried out. Besides, even though the first attempts of including social media to strategic operations would have been failed, a systematic use of social media should still be considered. In future the most robust media organizations could be those that can involve important target groups and gain their attention with minimum investments.

This thesis offered an insight for the management/leadership of PR agencies and newspapers. The regards pointed out in this research suggested how the communication specialists should be prepared to act autonomously and in management positions to be willing to share liabilities to subordinates. As the subordinates in media organizations were stated to be quite autonomous the results of this study indicate how communication management is not necessarily the task of communication manager but working in media field may require certain level of self-management skills. According to results of this study communication specialists should contemplate their operations analytically for achieving the most efficient result in turbulent media field and management has to support subordinates' actions by offering them management and leadership services as needed. The most efficient management/leadership style in media organizations do not necessarily represent some certain theoretical perceptions of management or leadership but is a mixture of management, leadership and the alternative management/leadership actions and some unique organizational characteristics. However, the purpose of this master's thesis was to give an analytical insight for the media managers for achieving and maintaining a high level of management/leadership practices.

LITERATURE REFERENCES

Attaway-Fink, B. 2004. Market-driven journalism: Creating special sections to meet readers' interests. *Journal of Communication Management* Vol. 9 No 2, pp. 145–154.

Augier, M., Teece, D. J. 2005. Reflections on (Schumpeterian) Leadership: A report on a seminar on leadership and management education. *California Management Review* January 1/2005.

Avolio, B.J., Gardner, W.J. 2005. Authentic leadership development: getting to the root of positive forms of leadership. *The Leadership Quarterly* Vol. 16, pp. 315-38.

Avolio, B.J., Zhu, W., Koh, W., Bhatia, P. 2004. Transformational leadership and organizational commitment: mediating role of psychological empowerment and moderating role of structural distance. *Journal of Organizational Behavior* 25, pp. 951–968.

Bajkiewicz, T.E., Kraus, J. J., Hong, S. Y. 2010. The impact of newsroom changes and the rise of social media on the practice of media relations. *Public Relations Review* 37, pp. 329–331.

Bartram, T., Casimir, G. 2007. The relationship between leadership and follower in-role performance and satisfaction with the leader; The mediating effects of empowerment and trust in the leader. *Leadership & Organization Development Journal* Vol. 28 No. 1, pp. 4-19.

Bennis, W. 1989. *On becoming a leader*. New York: Addison-Wesley Publishing Company.

Bennis, W. G., Nanus, B. 2007. *Leaders: The strategies for taking charge*. New York, NY: HarperCollins.

Berte, K., De Bens, E. 2008. Newspapers go for advertising! Challenges and opportunities in a changing media environment. *Journalism Studies* Vol. 9 No. 5, pp. 692-703.

Bonchek, M. 2012. Three steps to generating social gravity. Harvard Business Preview Blog 2.4.2012. Online: http://blogs.hbr.org/cs/2012/04/three_steps_to_generating_soci.html?awid=88589788238710896413271. 10.12.2011.

Bowden, J. A., Walsh, E. 2000. *Phenomenography*. RMIT University. Melbourne Press, Melbourne.

Brettel, M., Spilker-Attig, A. 2010. Online advertising effectiveness: a cross-cultural comparison. *Journal of Research in Interactive Marketing* Vol. 4 No. 3, pp. 176-196.

Briones, R. L., Kucha, B., Liua, B. F., Jin Y. 2011. Keeping up with the digital age: How the American Red Cross uses social media to build relationships. *Public Relations Review* 37, pp. 37–43.

Chemers, M., M. 1997. Leadership, Change, and Organizational Effectiveness. A research paper. University of California, Santa Cruz.

Chung, A., Chen, I., Lee, A. Y-P., Chen H. C., Lin, Y. 2011. Charismatic leadership and self-leadership; A relationship of substitution or supplementation in the contexts of internalization and identification? *Journal of Organizational Change Management* Vol. 24 No. 3, pp. 299-313.

Dahooie, J. H., Afrazeh A., Hosseini S. M. M. 2011. An activity-based framework for quantification of knowledge work. *Journal of Knowledge Management* Vol. 15 No. 3, pp. 422-444.

Dan, V., Ihlen, Ø. 2011. Framing Expertise. A Cross-Cultural Analysis of Success in Framing Contests. *Journal of Communication management* Vol. 15 Issue 4, pp. 1-30.

Darling J. R., Nurmi R. W. 2008. Key contemporary paradigms of management and leadership; A linguistic exploration and case for managerial leadership. *European Business Review* Vol. 21 No. 3, pp. 201-214.

Davenport, T. H., Beck J. C. 2001. *The Attention Economy: Understanding the New Currency of Business*. Harvard Business School Press.

Davenport T.H., Völpel S.C. 2001. The rise of knowledge towards attention management. *Journal of knowledge management Vol. 5 No. 3. pp. 212-221.*

Denning, S. 2010. Rethinking the organization: leadership for game-changing innovation. *Strategy and Leadership* Vol. 38 No. 5, pp. 13-19.

Dennis, A. R., Fuller, R. M., Valacich, J. S. 2008. Media synchronicity theory. Available online http://www.fsc.yorku.ca/york/istheory/wiki/index.php/Media_synchronicity_theory 12.10.2011

Deuze, M. 2005. What is journalism? Professional identity and ideology of journalists reconsidered. *Sage publications* Vol. 6(4), pp. 442-464.

DiStaso, M. W., McCorkindale T., Wright D. K. 2011. How public relations executives perceive and measure the impact of social media in their organizations. *Public Relations Review* 37, pp. 325– 328.

Dutton, W. H., Blank, G. 2011. Next Generation Users: The Internet in Britain; Oxford Internet Survey 2011 Report.

Edwards, L. 2008. PR practitioners' cultural capital: An initial study and implications for research and practice. *Public Relations Review* 34, pp. 367–372.

Ehin, C. 2008. Un-managing knowledge workers. *Journal of Intellectual Capital* Vol. 9 No. 3. pp. 337-350.

Eskola, J. Suoranta, J. 2008. *Johdatus laadulliseen tutkimukseen*. Gummerus kirjapaino OY. Jyväskylä.

Eyrich, N., Padman, M., Sweetser, K. 2008. PR practitioners' use of social media tools and communication technology. *Public Relations Review* 34, pp. 412–414.

Fagrell, H. Forsberg, K. Sanneblat, J. 2000. A Mobile Knowledge Management Architecture. Field study. Viktoria institute Sweden.

Finlex 13.6.2003/460 (Finnish legislation). Act on the Exercise of Freedom of Expression in Mass Media.

Gall, G. 2011. Journalists' collective representation and editorial content in newspapers. *Employee Relations* Vol. 33 Issue 3, pp.184 – 200.

Gao, F., Li, M., Clarke, S. 2008. Knowledge, management, and knowledge management in business operations. *Journal of knowledge management* Vol. 12 No. 2. pp. 3-17.

Godkin, P. 2008. Rethinking journalism as profession. *Canadian Journal of Media Studies* Vol. 4(1), pp. 109-123.

Grace, M. 2003. Origins of leadership: the etymology of leadership. Proceedings of the 2003 Annual Conference of the International Leadership Association, Guadalajara, Jalisco, MD 48,5 672. Online: www.ila-net.org/Publications/Proceedings/2003/mgrace.pdf 2.1.2012.

Graham G., Smart, A. 2010. The regional-newspaper industry supply chain and the internet. *Supply Chain Management: An International Journal* 15 Vol. 3, pp. 196–206.

Grunig, J. 1992. *Excellence in Public Relations and Communication Management*. Lawrence Erlbaum Associates Inc. Publishers, New Jersey.

Hagel III, J., Brown, J. S., Davison, L. 2010. *The Power of Pull*. Basic Books. USA.

Hamrefors, S. 2010. Communicative Leadership. *Journal of Communication Management* Vol. 14 No. 2, pp. 141-152.

Helle, M. 2009. *Journalistisen työn muutos*. In a book Väliverronen E., 2009. Gaudeamus.

Hinkelman, E. G. 2005. *Dictionary of International trade*. 6th edition. International trade dictionaries. United States.

Hirsjärvi, S., Hurme H. 2001. *Tutkimushaastattelu*. Teemahaastattelun teoria ja käytäntö. Helsinki University Press.

Hiscock, J. 2004. Developing knowledge management awareness in public relations students. *Public Relations Review* 30, pp. 107–115.

Huggins, R., Weir, M. 2012. Intellectual assets and small knowledge-intensive business service firms. *Journal of Small Business and Enterprise Development* Vol. 19 No. 1, pp. 92-113.

Huuhka, M. 2004. *Johtaminen luovassa asiantuntijaorganisaatiossa*. The faculty of education, Oulu University. Oulun yliopistopaino.

Jyrkiäinen, J. 2008. Journalistit muuttuvassa mediassa. Publication of Research and Development Unit of Journalism. Tampere.

Järvinen, P., Järvinen A. 2004. Tutkimustyön metodeista. Tampere. Opinpajan kirja, 85.

Karkulehto, S. Virta, A-M. 2006. Johtamisesta mahdollistamiseen; Muuttunut yhteiskunta, luovat toimialat ja uudet johtamismallit. In a book Inkinen, S., Karkulehto, S., Mäenpää, M., Timonen, E., 2006. *Minne matka luova talous?* Kustannus Oy Rajalla, pp. 131-164.

Kent, T.W., Crotts, J.C. and Azziz, A. 2001. Four factors of transformational leadership behavior. *Leadership and Business Development Journal* Vol. 22 No. 5, pp. 221-229.

Khodarahmi, E. 2009. *Strategic public relations*. Disaster Prevention and Management Vol. 18 No. 5, pp. 529-534.

Koponen, J. 2009. Sosiaalinen media johtamisen tukena. Sitra –julkishallinnon kehittämisohjelma. Taustakartoitus ja -tutkimus.

Kotler, P., Armstrong G., Saunders J., Wong V. 1999. *Principles of marketing*. Prentice Hall Europe.

Kotter, P. 1990. *A Force for Change: How Leadership Differs from Management*, Free Press, New York, NY.

Kotter, P. 2001. What leaders really do. *Harvard Business Review* Vol. 79 Issue 11, p85-96.

Kupiainen, M., Leppänen, A. 2009. Ammattillinen osaaminen luovassa tietotyössä: esimerkkinä TV-toimitus. Työelämän tutkimus – Arbetslivsforskning 3/2009.

Kärreman, D., Sveningsson, S., Alvesson, M., 2003. The Return of the Machine Bureaucracy? Management Control in the Work Settings of Professionals. *International Studies of Management & Organization* Vol. 32 No. 2, pp. 70–92.

Lages, C., Lages, L. F., 2005. Antecedents of managerial public relations: a structural model examination. *European Journal of Marketing* Vol. 39 No. 1/2, pp. 110-128.

Lages, C., Simkin, L. 2003. The Dynamics of Public Relations. Key constructs and the drive for professionalism at the practitioner, consultancy and industry level. *European Journal of Marketing* No. 37. 1/2, pp. 298-328.

Leavy, B. 2010. John Hagel explains the concept and potential of the ''pull'' management model. *Strategy and Leadership* Vol. 38 No. 5, pp. 6-12.

Ledingham, J., Bruning, S. 1998. Relationship management in public relations: dimensions of an organisation – public relationship. *Public Relations Review* Vol. 24 No. 1, pp. 55-65.

Lee, S, T., Cheng, I.-H. 2011. Characteristics and Dimensions of Ethical Leadership in Public Relations. *Journal of Public Relations Research* Vol. 23 Issue 1, pp. 46-74.

Lunenberg F. C. 2011. Leadership versus Management: A Key Distinction—At Least in Theory. *International Journal of Management, Business and Administrator* Vol. 14 No 1, pp. 1-4.

Luoma-aho, V., Uskali, T., Weinstein A. 2009. Pitfalls of attention work in the innovation ecosystem. *Innovation journalism* Vol. 6 No. 4, pp. 1-13.

Luoma-aho, V., Nordfors, D. 2009. Attention and Reputation in the Innovation Economy. *Innovation Journalism* Vol. 6 No 2, pp. 1-18.

Maasilta, M., 1999. *Journalismin muutoskaruselli*. Journalismin tutkimusyksikkö. Tiedotusopin laitos, Tampereen yliopisto. Vammalan kirjapaino OY. Vammala 1999.

MacGillivray, A. 2010. Leadership in a network of communities: a phenomenographic study. *The Learning Organization* Vol. 17 No. 1, pp. 24-40.

Malhotra, Y. 2005. Integrating knowledge management technologies in organizational business processes: getting real time enterprises to deliver real business performance. *Journal of Knowledge Management* Vol. 9 No. 1, pp. 7-28,

Manz, C.C. 1986. Self-leadership: toward an expanded theory of self-influence processes in organizations. *Academy of Management Review* Vol. 11 No. 3, pp. 585-600.

Matsatsinis, N. F., Grigoroudis E., Samaras A.P. 2007. Comparing distributors' judgements to buyers' preferences. A consumer value analysis in the Greek olive oil market. *International Journal of Retail & Distribution Management* Vol. 35 No. 5, pp. 342-362.

McGurk, P. 2010. Outcomes of management and leadership development. *Journal of Management Development* Vol. 29 No. 5. pp. 457-470.

Meng, H. 2012. Strategic leadership in public relations: An integrated conceptual framework. *Public relations review* No. 38 issue 2, pp. 336-338.

Merriam-webster dictionary. Available online http://www.merriam-webster.com/.

Mestariluokka –seminar 20.4.2009 in Helsinki. ”Recession is the christmas for PR-professional. Who are the winners in changing media environment?”

Miel, P., Faris. F. 2008. News and Information as Digital Media Come of Age. Overview. The Berkman Center for Internet & Society at Harvard University.

Mintzberg, H. 1997. Managing on the edges. *International Journal of Public Sector Management* Vol. 10 No. 3, pp. 131-153.

Muralidharan S., Rasmussen, L., Patterson D., Shin J-H. 2011. Hope for Haiti: An analysis of Facebook and Twitter usage during the earthquake relief efforts. *Public Relations Review* 37, pp. 175–177.

Murray A. J., Greenes, K. A. 2007. From the knowledge worker to the knowledge economy. Six billion minds co-creating the future. The journal of information and knowledge management systems Vol. 37 No. 1, pp. 7-13.

Nienaber, H. 2010. Conceptualisation of management and leadership. *Management Decision* Vol. 48 No. 5, pp. 661-675.

Nordfors, D. 2006. PR and the Innovation Communication System. *Innovation Journalism* Vol. 3 No 5, pp. 1-9.

Nordfors, D. 2009. Innovation Journalism, Attention Work and the Innovation Economy. *Innovation Journalism* Vol. 6 No. 1, pp. 1-46.

Olkinuora, H. 2006. Minne menet media? EVA Report. Taloustieto OY, Yliopistopaino. Tampere.

O'Neill, B. S., Adya, M. 2006. Knowledge sharing and the psychological contract; Managing knowledge workers across different stages of employment. *Journal of Managerial Psychology* Vol. 22 No. 4, pp. 411-436.

Oxford Dictionary. Available online http://oxforddictionaries.com/

Pallas, J., Fredriksson, M. 2011. Providing, promoting and co-opting: Corporate media work in a mediatized society. *Journal of Communication Management* Vol. 15 Issue 2, pp.165 – 178.

Pang, A. 2009. Mediating the media: a journalist-centric media relations model. *Corporate Communications: An International Journal* Vol. 15 No. 2, pp. 192-204.

Pietilä, A.-P. 2008. Uutisista viihdettä – viihteestä uutisia. Median muodonmuutos. Helsinki: Art house.

Pincus, W. 2009. Newspaper narcissism: our pursuit of glory led us away from readers. *Columbia Journalism Review*, may/june 2009.

Porter, L. V., Sweetser Trammell, K., Chung, D., Kim, E. 2007. Blog power: Examining the effects of practitioner blog use on power in public relations. *Public Relations Review* 33, pp. 92–95.

Profnet. Available online profnet.prnewswire.com.

Raupp, J., Ruler B. 2008. Trends in public relations and communication management. A comparison between Germany and The Netherlands. *Journal of Communication Management* Vol. 10 No. 1, pp. 18-26.

Riege, A. M. 2003. Validity and reliability tests in case study research: a literature review with "hands-on" applications for each research phase. *Qualitative Market Research: An International Journal* Vol. 6 No. 2, pp. 75-86.

Rowe, J. 2010. The cybernetics of organising: management and leadership. *Kybernetes* Vol. 39 No. 7, pp. 1100-1111.

Rowold, 2011. Relationship between leadership behaviors and performance; The moderating role of a work team's level of age, gender, and cultural heterogeneity. *Leadership & Organization Development Journal* Vol. 32 No. 6. pp. 628-647.

Saaranen-Kauppinen, A., Puusniekka, A. 2006. KvaliMOTV - Menetelmäopetuksen tietovaranto Tampere: Yhteiskuntatieteellinen tietoarkisto. Online: http://www.fsd.uta.fi/menetelmaopetus/ 13.3.2012.

Sandberg, J. 1997. Are Phenomenographic Results Reliable? *Higher Education Research & Development* Vol. 16, No. 2, pp. 203-212.

Sands, M. 2003. Integrating the web and e-mail into a push and pull strategy. *Qualitative market research: An international journal* Vol. 6 No. 1, pp. 22-37.

Schmidt, D. 2007. Pull to push: The new E-marketing process. *Public Relations Tactics* may 1 2007.

Sendjaya, S., Pekerti, A. 2010. Servant leadership as antecedent of trust in organizations. *Leadership & Organization Development Journal* Vol. 31 No. 7, pp. 643-663.

Sin, S. 2010. Considerations of Quality in Phenomenographic Research. *International Journal of Qualitative Methods* Vol. 9 No. 4, pp. 305-319.

Sipilä, J. 1996. Asiantuntija ja johtaja. Miten hallitset nämä kaksi roolia? WSOY.

Society of professional journalists. Online http://www.spj.org/ethicscode.asp 14.11.2011.

Suhonen, P. 2006. Mielipidetutkimukset ja yhteiskunta. Tampere: Tampere University Press, Media studies.

Sweetser, K., Kelleher, T. 2011. A survey of social media use, motivation and leadership among public relations practitioners. *Public Relations Review* 37, pp. 425– 428.

Taylor, M., Kent, M. L. 2010. Anticipatory socialization in the use of social media in public relations: A content analysis of PRSA's Public Relations Tactics. *Public Relations Review* 36, pp. 207–214.

Verhoeven, P., Tench, R., Zerfass, A., Moreno, A., Verčič, D. 2011. How European PR practitioners handle digital and social media. *Public Relations Review* Vol. 38 Issue 1, pp. 162–164.

Väliverronen E. 2009. Journalismi murroksessa. Gaudeamus, Helsinki University Press.

Waters, R., Tindall, N., Morton, T. 2010. Media Catching and the Journalist–Public Relations Practitioner Relationship: How Social Media are Changing the Practice of Media Relations? *Journal of Public Relations Research* 22(3), pp. 241–264.

Weber, M. 1947. Theory of Social and Economic Organization. Oxford University Press. New York. pp. 358-369.

Wood, J. A., Winston, B. E. 2007. Development of three scales to measure leader accountability. *Leadership & Organization Development Journal* Vol. 28 Issue 2, pp.167 – 185.

Wright, D. K., Hinson, M. D. 2010. An Analysis of New Communications Media Use in Public Relations: Results of a Five-Year Trend Study. *Public Relations Journal* Vol. 4, No. 2.

Yukl, G. 2006. *Leadership in Organizations*. Prentice-Hall. Upper Saddle River, New York.

Åkerlind G. 2012. Justifying a nested hierarchy of expanding awareness of phenomenographic research. A visit lecture in University of Jyväskylä 29.2.2012.

APPENDICES

Appendix 1. The interview frame in English

Pre-questions

1. What does the word ‘leadership/management (in Finnish only one word ‘johtaminen’)’ occur to you?
2. During you working day, how much do you guide/advice/help others (colleagues, subordinates, clients etc.)?
3. The amount of information in society increases. Does this affect your work or operations/functions of your company?

Management, leadership or something else?

1. Could you briefly tell about your work and what kind of decisions are you responsible for?
2. How would you describe yourself as a leader/manager (in Finnish only one word “johtaja”)?
3. How your subordinates report to you? How do you supervise working processes of your subordinates?
4. Do you prefer stabile working environment or do you consider yourself as a reformer of your working environment?
5. Do you consider yourself as a long-range planner or manager of current issues?
6. What does innovation mean in your organization? In what kind of situations it is shown? (Do you consider your job innovative?)
7. Do your subordinates prefer working alone, in groups or somehow else?
8. How would you describe your role during changes in your working environment?

Managing/leading push and pull processes

9. Which media do you use daily in your work?
10. Which media or channels do you use leading/managing your subordinates?
11. Has your media usage changed recently somehow? What kind of changes if any?
12. Have these possible changes affected leadership/management processes? Have they affected working processes in general?
13. How do you keep contact to your interest groups? Whose attention is the most important and how do you gain it?
14. Do you aspire to expand your clientele via certain media?
15. What channels do you use for making conversation with your clients?
16. Do you instruct your subordinates somehow with different channels or media?
17. Has the effectiveness of some media surprised you? Or have you been particularly contended to some media?
18. Have you been discontented to some media? Have the effectiveness of some media been disappointment?
19. How do you assure that your interest groups and clients get your message? Do you instruct your subordinates somehow herein?
20. Have you transferred your actions to the Internet? How much? What actions have remained unaffected?

Social media

21. Do you consider some features of social media particularly important?
22. Could you list some downsides, weaknesses or threads of social media?
23. How, if at all, do you lead conversations in social media?
24. Have social media changed management/leadership methods in your organization? Have social media changed your organizational work in general?
25. Do you instruct your subordinates somehow to act in the Internet?
26. Who is responsible for acts of your subordinates in the Internet?

Future sights and expectations

27. How would you imagine your work after five years?
28. Do you think your management/leadership practices are the same or have they changed?
29. How do you consider liability sharing in future?
30. What do you consider challenging in management/leadership in future?
31. Which channels/media do you suppose to use after five years? What channels/media usage do think have decreased or even ended?
32. Would like to add something or do you think something important was lacked in the interview?

Appendix 2. The interview frame in Finnish

Ennakkotehtävät

1. Mitä teille tulee ensimmäisenä mieleen sanasta "johtaminen"?
2. Kuinka paljon päivästä neuvotte/ohjaatte/autatte muita (esim. alaisia, työkavereita, yhteistyökumppaneita, asiakkaita yms.)?
3. Informaation määrä yhteiskunnassa lisääntyy. Vaikuttaako tämä mielestänne omaan ja/tai yrityksenne toimintaan?

Management, leadership vai jotain aivan muuta?

1. Kertoisitteko lyhyesti mitä työnkuvaanne kuuluu ja millaisista päätöksistä vastaatte organisaatiossanne?
2. Miten kuvailisitte itseänne johtajana?
3. Kuinka valvotte alaistenne työprosesseja?/ Miten alaiset raportoivat teille?
4. Pyrittekö mieluummin stabiileihin työrutiineihin vai koetteko itsenne työympäristön uudistajana? Tarkentaisitteko?
5. Kuvailisitteko itseänne mieluummin pitkän tähtäimen suunnittelijaksi vai tämän hetken tilanteiden hoitajaksi? Tarkentaisitteko esimerkeillä?
6. Toimivatko alaisenne omassa työssään mieluummin yksin, tiimeissä vai jotenkin muutoin? Antaisitko käytännön esimerkkejä?
7. Miten innovatiivisuus tarkoittaa organisaatiossanne? Kuinka innovatiiviseksi kuvailisitte omaa työnkuvaanne? Miten ja millaisissa tilanteissa se ilmenee?
8. Kun työympäristössänne tapahtuu muutoksia, kuinka kuvailisitte omaa roolianne muutosten aikana

Push ja pull –prosessien johtaminen

9. Mitä medioita käytätte päivittäin työssänne? Kuinka kuvailisitte medioita, joita työnne puolesta käytätte?
10. Mitä kanavia käytätte alaistenne johtamiseen?

11. Onko median käytössänne tapahtunut viime aikoina muutoksia? Millaisia?
12. Ovatko nämä (mahdolliset) muutokset vaikuttaneet johtamiskäytänteisiin tai työtapoihin?
13. Kuinka pidätte yhteyttä eri sidosryhmiinne? Kenen huomio on tärkeintä? Miten saatte sen?
14. Pyrittekö laajentamaan asiakaskuntaanne joidenkin tiettyjen medioiden kautta?
15. Mitä kanavia käytätte keskustelun ylläpitämiseen tärkeimpien sidosryhmienne kanssa (esim. asiakkaat)?
16. Ohjeistatte alaisianne jotenkin eri kanavien käytöstä?
17. Onko jonkin median tehokkuus yllättänyt teidät? Oletteko olleet erityisen tyytyväinen johonkin mediaan?
18. Oletteko olleet tyytymätön johonkin mediaan? Onko jonkin median tehokkuus ollut pettymys?
19. Kuinka varmistatte, että sidosryhmänne ja asiakkaanne saavat viestinne? Kuinka ohjeistatte alaisianne tässä asiassa?
20. Oletteko siirtäneet toimintaanne Internetiin? Missä määrin? Mitkä toiminnot ovat säilyneet ennallaan? Miksi?

Sosiaalinen media

21. Koetteko jonkin sosiaalisen median ominaisuuden erityisen tärkeäksi?
22. Pystyttekö luettelemaan sosiaalisen median huonoja puolia, heikkouksia tai uhkia?
23. Kuinka, jos mitenkään, johdatte julkaisuja ja keskusteluja sosiaalisessa mediassa?
24. Onko sosiaalinen media muuttanut johtamiskäytänteitä tai työtapoja organisaatiossanne?
25. Ohjeistatteko alaisianne jotenkin toimimaan Internetissä? Jos, niin miten?
26. Kuka on vastuussa alaistenne Internetissä tekemistä valinnoista?

Tulevaisuudennäkymät ja odotukset

27. Millaisen uskotte olevan oman työnkuvanne viiden vuoden päästä?
28. Ovatko johtamiskäytänteenne mahdollisesti samanlaiset vai luuletteko että niissä on muutoksia?
29. Millaiseksi koette vastuunjaon tulevaisuudessa?
30. Minkä odotatte olevan tulevaisuudessa johtamisessa haasteellista?
31. Mitä medioita/kanavia uskotte käyttävänne viiden vuoden päästä? Miksi? Minkä medioiden/kanavien käytön uskotte vähentyneen - tai loppuneen kokonaan - viiden vuoden päästä? Miksi?
32. Jäikö jotain tärkeää käsittelemättä haastattelussa? Haluatteko lisätä jotakin?

Appendix 3. Quotes from the text in Finnish

Q1: Yheksänkyt prossaa. Kaheksankyt-yheksänkyt prossaa. Jotain sellasta.

Q2: No se ei oo mun mielestä jokotai –kysymys vaan mä tulin tänne uudistamaan ja se me ollaan tehty. Ja nyt meidän seuraava haaste on näitten tehtyjen uudistusten tulosten vakiinnuttaminen elikkä meidän pitää tiettyä stabiliteettia myös yrittää rakentaa. Koska tää on kuitenki tehty ihan tietysti. Mun mielestä johtaja ei joko muutosjohtaja tai tasasen ajon johtaja vaan että kyl meillä, kyl mun mielestä johtajan pitää pystyä eri, niin kun yhtiön näkökulmasta eri vaiheita johtamaan.

Q3. No näissä niin kun muutoksia viedään läpi niin yleensä niissäkin on, meillä on semmosia erityisasiantuntijoita ja osasto- tai niin kun yksiköitten vetäjiä, jotka on niitä varsinaisia muutosten läpiviejiä. Ja toteuttajia. Että mä oon niissä muutoksissa sitten niin kun enemmän semmonen päällekatsoja ja kriisien ratkasija. Että kun tulee ristiriitatilanteita niin niitten niin ku ratkasija enemmän ku niitten muutosten toteuttaja.

Q4. Mä vastaan puhtaasti niin ku toimituksellisista asioista. Ja se tarkottaa päivittäistä uutistyötä elikkä niin ku agendan valintaa ja ohjaamista yhdessä meidän toimitusten, toimituksen muun johdon ja esimiesten kanssa. Ja ylipäätään niin ku ihmisten sparraamista, näkökulmien niin ku haastamista, kaikenlaisia niin ku ideointia ihmisten kanssa. Tää on niin ku ihan päivittäinen työ on tätä. Sit on hirveen paljo henkilöstöasioita, eli siis rekrytointeja, eläkeasioita, kaikenlaista ihmisten vastuiden muutoksia, tän niin ku organisaation hiomista… Sit on tollanen strateginen suunnittelu ylipäätään, et mitä me halutaan olla vuoden päästä, viiden vuoden päästä. Tällanen niin ku strateginen kehitystyö kuuluu mulle tosi paljon. Sit me suunnitellaan isoo lehtiuudistusta. Se on mun vastuulla pääosin täällä.

Q5. Kaikki sisältöön koskevat päätökset on mun päätöksiäni elikkä jos tapahtuu jotain joka koskee minun alaisiani ni mä vastaan niistä myöskin oikeudessa. Ja sitten mulla on budjettivastuu. Niin ku talon sisällä.

Q6. Mulla on koko ajan semmonen niin kun pelko itelläni että sitä niin kun tulee semmoseks lihavaks kissaks ettei jaksa liikkua. Ja sen takia olla vähän ylineuroottinenki siinä ettei voi antaa niin kun yhtään löysiä, siinä mielessä että koko ajan pitäis olla miettimässä että miten tää ja tää asia voi vaikuttaa meihin, mitä me *voidaan tehdä paremmin. Mitä siellä asiakkaitten maailmassa tapahtuu sellasta mikä vaikuttaa meihin ja niin edelleen. Niin ehkä se on myös niitä persoonallisuuspiirteitäki että tietyt ihmiset vaan on sellasia et niil on koko ajan semmonen uudistamisenhalu. Mä tylsistyn jos se on tasasta, ei tapahdu mitään niin ku uutta.*

Q7. Tää meijän toimiala on semmonen et tässä niinku, tämä uudistuu koko ajan. Tässä on pakko olla niinku siinä uudistuksessa mukana tai muuten jää auttamatta muista jälkeen. Et kyllä mä tietysti pakon edessä olen uudistaja, mut tietysti noin niinku jos ajatellaan johtamisen kannalta niin se, että mä haluun myös luoda turvallisuuden tunnetta sillä että on vakiintuneita työtapoja ja on tietyt vakiintuneet kuviot.

Q8. No se on sekä että. Sitä on aika vaikee niin kun. Se tavote on pitkällä tähtäimellä mutta kyllähän se toiminto oikeesti on tämän hetken asioiden ratkasemista. Mut siellä pitää koko ajan olla takaraivossa mikä on se meidän pitkän tähtäimen tavote. Mut jos sä teet pelkästään pitkän tähtäimen tavotetta etkä ratko niitä asioita tässä päivässä niin sun pitkä tähtäin ei koskaan toteutu.

Q9. Ja se tarkottaa päivittäistä uutistyötä elikkä niin ku agendan valintaa ja ohjaamista yhdessä meidän toimitusten, toimituksen muun johdon ja esimiesten kanssa. Ja ylipäätään niin ku ihmisten sparraamista, näkökulmien niin ku haastamista, kaikenlaisia niin ku ideointia ihmisten kanssa. Tää on niin ku ihan päivittäinen työ on tätä.

Q10. No ehkä tää hyvin kuvaa tätä organisaatiota jossa mä teen työtä että meillä ei valvota ketään. Että me ei ees käytetä semmosta termiä täällä Inforissa. Et me asetetaan selkeet tavotteet, se tarkottaa sekä niin kun sisällöllisiä laatutavotteita että sit euromääräsiä myyntitavotteita. Ja sitten tehdään kaikki että ne tavotteet toteutuu mutta ei valvota.

Q11. Mä en oo kovin konfliktihakunen. Se ei oo tilanne jossa mä kokisin olevani parhaimmillani. Että mä oon kyllä sovitteleva. Ja mulla on semmonen käsitys, ja siitä on myös tällanen 360 asteen arviointikin osottanu että pyrin olemaan tämmönen supportatiivinen, se tukeva ei oikein, suomenkielinen sana ei oikein toimi siihen, mutta että mä tiedän että ihmisistä ei saa parasta irti jos ne kokee olevansa, jos ne nolostuu tai, et sekä asiakkaissa että henkilöstössä musta pitää viimeseen asti välttää sitä, että joku nolattais tai kokis itse menettävänsä kasvonsa.

Q12. Noin 80 prosenttia sanoisin et keskimääräsest työpäivästä on toisten auttamista, ohjaamista, sparraamista ylipäätään, erityisesti täällä organisaation sisällä. Eli meijän siis, mun suoria alaisia on meidän esimiehet ja sit toimituspäälliköiden kans tehdään hirveen tiivistä yhteistyötä. Ja sit ihan yksittäisten toimittajien kans, he käy tosi paljon mun kans juttelemassa. Mä käyn keskustelua heidän ylipäätään niin ku uranäkymistä, mitä he toivois, millasia muutoksia, millasta koulutusta. Ja ihan yksittäisistä jutuistaki.

Q13. Mut kyllä iso osa nimenomaan on, niin kun, mä puhun aika paljon tämmösestä niin kun knowledge transfer –tyyppisistä asioista, elikkä yrittää siirtää ihmisiin ymmärrystä. Ja se että mä olen koko ajan yrittänyt tehdä itseäni tarpeettomaksi. Ja yritän tehdä itseäni, mitä niin kun moni ajattelee et konsulttibisneksessä sehän on niin kun typerä ajatuskin koska sähän halusit tehdä itseäsi tarpeelliseksi. Mutta jos yrität tehdä itseäsi tarpeettomaksi niin sillon sä pyrit jatkuvasti auttamaan muita siinä työssä niin että ne tulee siinä paremmaksi ja omatoimisemmaksi.

Q14. Meil on tämmösiä, kutsutaan niit tämmösiks ohjausryhmiks, eli kun tehdään tietylle asiakkaalle töitä ni me istutaan sen tiimin kanssa, kaikkien niiden kanssa jotka tekee tälle asiakkaalle töitä, niin kahden viikon välein alas, niin sillon ihmiset raportoi ja kertoo miten projektit on edistyny ja minkälaisia tuloksia niillä on saatu aikaseks. Mut meidän niin kun ideana ois se et ihmiset ois mahdollisimman niin kun itseohjautuvia. Tää on yks semmonen toimintaperiaate minkä varaan olla haluttu rakentaa tätä, on tämmönen itseohjautuvuus, oman työn johtaminen. Ja se tarkottaa sitä että ihmisille annetaan hyvin paljon vastuuta mutta myös valtaa niin kun johtaa sitä omaa työtään.

Q15. Mun työhön ei kuulu tällänen kädestä käteen ohjaamiseen muuta kun hyvin pieni osuus. Et senhän tekee tuo työjohdollinen puoli, esimerkiks toimitus- ja uutispäällikkö, toimitussihteerit, osastojen sihteerit. Toki mä nyt teen jonkin verran teen tämmöstä ohjaamista mut sehän on hyvin vähästä mulla.

Q16. Mut täähän vaikuttaa siihen, että sellasessa bisneksessä missä se liiketoimintamalli on perustunu jonkun tiedon omistamiseen tai jonkun kanavan omistamiseen, niin siellä täytyy hakee liiketoimintamallia uudelleen. Tämmöset kaikennäköset midlemanit, välimiehet, niin missä heidän rooli on? Jos se on ennen perustunu siihen tietoon, missä tieto on, ja sitten myös siihen kanavan hallitsemiseen, ja nyt kun se ei enää, se tieto on niin kun kaikkien saatavilla, kaikki *tietää mistä sitä saa, jokainen voi sitä tilata, se saa sen vielä ilmaseksi ja kanava ei oo niin kun kenenkään yksinoikeus enää niin se vaikuttaa tähän meidänkin bisnekseen aika rajusti.*

Q17. Maksettujen kanavien joltain osin, maksetuissa kanavissa eletään edelleen vahvaa kautta, mutta toisissa huomataan että selkeesti niiden vaikutus vähenee. Ja tilalle tulee nimenomaan nää ansaitut.

Q18. Me eletään tällasessa hakuviestintäyhteiskunnassa missä ihmiset hakee sen viestin mitä halutaan, muusta ne ei välitä.

Q19. Me laitettiin rekrytointi-ilmotuksia Suomen isoimpaan sanomalehteen ja me ajateltiin et se ois semmonen kuningasmedia joka tois meille myös semmosia hakijoita jotka ei varsinaisesti niin kun nyt aktiivisesti etsi töitä mutta vois harkita uutta työtä jos semmonen löytys, niin ne oli aika.. Ne oli semmoset yksittäiset.

Q20. Mut ehkä mä sanon et se on enemmänki suurelle osalle kustannustalojen työntekijöistä niin enemmän näkisin että siellä tulee tämmöstä niin kun henkistä sopeutumista siihen että niin kun tää ympäristö on niin dynaaminen niin täällä niin kun yllätyksellisyys ja muutos niin tää on normi. Ja tavallaan johtajien haaste on nähdä mahollisuuksia siellä missä muut näkee kaaosta ja ahdistusta. Elikkä se mikä niin kun korostuu, jos nyt joku muuttuu, niin korostuu se et ois aina osattava ajatella toisin. Ja sillon pitäs aina olla askel edellä niin kun siitä nykyhetkestä. Elikkä tämä muuttuu. Et tästä tulee dynaamisempaa ja johtamisen pitää olla dynaamisempaa ja kyseenalaistavampaa.