The Images of Top Leaders:

A study on how women and men holding a position as a top leader are described by print media.

Bilder av Toppledare: En studie av hur kvinnor och män som håller toppledarpositioner beskrivs av tryckt media.
Abstract

Sweden is one of the most feminine countries in the world (Hofstede, 2003) but still the gender division in the business world is unequal. Looking at the leaders in Sweden we noticed that the biggest differences between genders are in the private sector. Media is a forum where people can be seen and heard and what people see in media will affect their perceptions on the society (Jacobson et al, 2004). The study of this thesis is to describe how women and men holding top leading positions within the private sector in Sweden are being portrayed by print media. We have studied if there is any difference in how women and men are being mediated or if media is mediating a neutral picture. This study is performed through a text analysis method where we have studied twelve longer interview articles in two of the largest Swedish business journals, Dagens Industri and Veckans affärer. In addition, six interviews with the journalists were performed in order to learn about the background and creation of the articles. The results of this study shows that both women and men leaders are being mediated as masculine through the use of masculine leadership characteristics, and that the use of specific concepts and the overall content in the articles are different depending on if the leader is a man or a woman. The overall image of women leaders in this print media are being somewhat diminished through the use of specific concepts in the text and also by the use of pictures in connection to the articles.
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1. Introduction

We will in this thesis describe how both women and men holding top leading positions within the private sector in Sweden are described in print media. This introductory chapter will include the background, problem discussion, aim of report and delimitations.

1.1 Background

Did you know that there are three times more top leaders named Lars than there are women in top leading positions within companies listed on the stock market in Sweden?

“Give your daughter a good chance within the business world: name her Göran.”

“Should her name be Anna, Vera or Nicole? We recommend you name her Lars.”

“Harvard or Handels? Start with calling her Janne.”

(Folksam, 2009)

In a survey made on 18 countries in 1980 by Hofstede (1980), Sweden was the country with lowest masculinity. Hofstede (1980) explain that Sweden is a feminine culture which indicates that the country prefer equality between male and female and prefer to be helpful and have sympathy of their fellow humans. The meaning of equality is that women and men have the equal power to form the society and their own lives. (Statistics Sweden, Women and men in Sweden 2008.) In Sweden an organization is seen as equal if the distribution among genders is 60/40. (Jämställdhetsplan 2009-2011) Even though the culture according to Hofstede (1980) is feminine the business world still is male dominated.

The World Economic Forum publishes annually an equality measuring, The Global Gender Gap Report. It is an index that examines the gap between men and women in four categories; economic participation and opportunity, educational attainment, political empowerment and health and survival. In the years 2006 and 2007 Sweden was ranked as the best country in the index. The overall performance for Sweden has since that been almost unchanged while other Scandinavian countries are increasing their performance. This lead to that Sweden in 2009 was down to fourth place (behind Iceland, Finland and Norway). When looking at only the economic participation and opportunity, Sweden is ranked as number six. One of the categories falling under economic participation and opportunity is a measure of equality regarding legislators, senior officials and managers. On this measure Sweden only reaches
41st place. (World Economic Forum, 2009) This shows that even though Sweden is seen as a rather equal country this is not the complete truth and the distribution among gender for the top leading positions is very uneven.

Media is an important and common phenomenon in people’s everyday life. Media’s influence on people is so big that people nowadays use it as a reference for their own conceptualization. (Conradsson och Rundquist, 1997) This means that media is a contributor to setting the norms in the society, and that people use it as a reference for what is perceive as right or wrong, as well as their perceptions for happenings, events and people. (Edström, 2002)

1.2 Problem Discussion

This table shows how the distribution looks between employees and leaders within the private and public sectors in Sweden 2008. Even though the public sector is highly dominated by women employees, only a little more than half of the leading positions are held by a woman.

<table>
<thead>
<tr>
<th></th>
<th>Women</th>
<th>Men</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees Private Sector</td>
<td>38%</td>
<td>62%</td>
</tr>
<tr>
<td>Leaders Private Sector</td>
<td>23%</td>
<td>77%</td>
</tr>
<tr>
<td>Employees Public Sector</td>
<td>74%</td>
<td>26%</td>
</tr>
<tr>
<td>Leaders Public Sector</td>
<td>58%</td>
<td>42%</td>
</tr>
</tbody>
</table>

(Source: Statistics Sweden, Women and men in Sweden 2008.)

The definition of a leader is here a person that is doing administrative leader tasks and political work within the private or public sectors. This includes making decisions, plan the activities, control and coordinate. (Statistics Sweden, Women and men in Sweden 2008) This is thus leaders on all different levels within the sectors.

We will in this thesis concentrate on leaders holding a position as a member of board, as chief executive officer, or as executive, and we will refer to these people as top leaders or leaders. When looking only at the private sector and concentrating on top leading positions, the numbers are different. Reviewing the table below shows that there has been only a minor increase on women holding top leading positions since 1999.
The problem is not that people are not aware of the gender division in the labor force, because it is a widely discussed topic. This is why we in the background showed the quotas from Folksam (2009) that point out that it is easier for men taking a top leading position. Göran, Lars and Janne are three of the most common male names for men born in 1940 to 1960 in Sweden (Svenska Namn, 2010). The problem as we see it is rather that even though people are aware of the unequal gender division among top leaders, no one feels that they are responsible for it.

Media has a lot of power, since they to a great extent have the authority to decide what they are publishing and can therefore strengthen and contribute to people’s conceptions and stereotypes (Conradsson och Rundquist, 1997). With the big impact media has on us and the fact that they set norms in the society, what they write about women leaders will have a big impact on women's (and men's) perceptions about women leaders. This is due to the fact that there is a shortage of women leaders as role models in the society and the business world. (Conradsson och Rundquist, 1997) The images and descriptions that journals are mediating can therefore play an important role in how women leaders are being perceived. Taking in to account that they reach out to a lot of people, this might have a big impact on women aiming for a leading position.

Studies on reviewing how women leaders are being pictured and described in media have been done before. In 2002 the Swedish organization SNS (Studieförbundet Näringsliv och Samhälle) let a PhD student, Maria Edström, from the university in Göteborg, Sweden, make a mapping of how women in leading positions are being pictured and described by media. During the fall of 2001, she did together with a Swedish media analysis company, a very broad investigation in Swedish media, to find out to what extension women leaders are figuring in media. Their investigation was done using a total of 34 papers in Sweden.

<table>
<thead>
<tr>
<th></th>
<th>Women</th>
<th>Men</th>
<th>Women</th>
<th>Men</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Executive Officer (CEO)</td>
<td>1.1%</td>
<td>98.9%</td>
<td>1.6%</td>
<td>98.4%</td>
</tr>
<tr>
<td>President of the board</td>
<td>1.7%</td>
<td>98.3%</td>
<td>3.5%</td>
<td>96.5%</td>
</tr>
</tbody>
</table>

(Source: Wagner, 2010)
including daily newspapers, professional journals and popular magazines. In addition they studied news programs from the two biggest TV-channels and the Swedish public radio. One website containing daily news about the business world was also studied. These different kinds of media were studied for two months. The results showed that women leaders in media are not that common, and in addition to that 44% of the articles were about the same three women. (Edström, 2002)

Kanter (1977) and Wahl (2003) are two important researchers within the area of women in organizations. Kanter (1977) explains that since leading positions are so male dominated, women are in minority. Being in minority, which also means being different, will give rise to certain behaviors in order to be accepted. Wahl (2003) explains that women in leading positions will adapt certain strategies to relate to the gender structure. The strategies are the gender-neutral strategy, the positive strategy, the surrounding world-strategy and the relative approach strategy. (Wahl, 2003)

The fact that men are seen as the norm when talking about leaders is well known, but within the organizational theory concepts like leader and management are usually said to be gender neutral. It can be expressed that it is "gender-blind" and therefore it have been criticized. It does not seem fair to talk about and analyze women leadership in organizations based on the reality where leadership is defined by men. (Wahl et al. 1998)

1.3 Aim of the report
The aim of this thesis is to study how women and men holding positions as top leaders in Sweden are portrayed by print media.

Research questions

- What image of women and men top leaders within the private sector are Swedish business journals mediating?
- What characteristics are print media using to describe these women and men?
- What pictures are used in the print media to illustrate these women and men?

1.4 Delimitations
We have chosen to base our empirical study on print media, because we believe that this is the forum that will give us the best empirical material. We have chosen to focus on two of the
biggest professional business journals in Sweden. While we want to focus on how leaders are described we believe that a newscast on TV will be more focused on news regarding the organization rather than describing the leader. Another option would be to study fiction programs on TV and see if the picture they are mediating is comporting with the reality. Since our interest is how real leaders are described in media we will not investigate fictions programs on TV. We will not investigate the whole labor force. We will focus on top leading positions within the private sector in Sweden, since this is the sector with the largest unequal gender division. Edström (2002) did a similar study for about ten years ago; she focused on women leaders in media and counted how often they were shown in media. Her study was done for ten years ago and in a larger scale. Our study is different, since we are focusing on two business journals and doing a research in a smaller scale. We are also doing a text analysis which Edström (2002) did not do for her research.
2. Theoretical Framework

In this chapter we will present the theoretical framework which will be the base for the analysis of our empirical findings. We will start by defining some concepts and then present theories within gender, leadership and media.

2.1 Definitions

2.1.1 The concepts of sex and gender
In order to study the research about women it is necessary to define the concepts of sex and gender. Women and men are the two biological sexes that exist within the humanity. What is included in the concepts, researchers have not agreed on. One clear difference is the different roles of women and men in the reproduction. (Sundin, 1998) That biology was the only thing describing differences between sexes have been seen like insufficient and misleading. (Wahl, 2003) Social sex is the social and cultural constructions of sex that exists, masculinity and femininity. It is often referred to as gender. (Wahl, 2003; Alvesson and Billing, 1999) In this thesis we will use the concept gender and with that we mean what is considered masculine and feminine in the society.

2.1.2 Leadership
The concept of leadership has a broad definition. Usually leadership means “to get people to follow”, whereas managership or administration means to be responsible for getting the job done, and to show results. (Nationalencyklopedin, 2010) What we are looking at should therefore maybe rather be called managership and managership characteristics since all of the people we have studied have formal positions as managers. We will however make use of the concepts leader or leadership, when referring to these people’s positions or characteristics.

2.1.3 Women and men leaders
We believe that it might be necessary to define what we mean when writing women leaders and men leaders in this thesis. When referring to women leaders we mean a woman holding a leading position, and not a man with feminine leadership characteristics.
2.2 Historical aspects on women leadership

2.2.1 Gender-blind organizational theory
Most of the corporate leaders and managers are men and it has always been like this. Historically men have always been dominating the leading positions and even though we are moving towards a more equal society it is going slowly. Earlier organizational theory and empirics about leadership explains leaders in a gender neutral perspective where the gender is not included. (Wahl, 1996) Historically men have been representing the human being, and when women are included in researches they have been seen as the deviator (Wahl, 2003). That there is a male dominance on leadership positions was considered as something natural and that there were almost no women holding leading positions was something that the theory did not say anything about. This made it seem like women did not want to, or were not suitable for the role as a leader. Looking at leadership with a gender perspective can give new knowledge about what leadership is and it will also provide a different understandings and explanations of why there are so few women holding leading positions. (Wahl, 1996)

2.2.2 Critics of earlier research
In the earlier researches about women leaders the male dominance on leading positions was taken for granted. It was questioned whether women was capable of being leaders and how they were as leaders. But since the organizational theory was considered as gender blind it was never explained why there were so few women as leaders. The women holding leading positions were compared to the norm, the men, and they were said to be short in some qualities. (Wahl et al. 1998) Kanter (1977) criticized this earlier research and thought that looking at the structure of organizations in addition to the individuals, could give a better answer to why there was a lack of women holding leading positions (Kanter, 1977). Now the focus was on describing the organization, which before was described as unproblematic. Current researches focus more on how leadership is gender labeled and men and women, the organization and the construction of leadership are in focus (Wahl et al. 1998).

2.3 Leadership

2.3.1 Leadership characteristics
When reviewing the articles that we have chosen for our empirical study we will search in the articles for specific characteristics that describe leaders. In order to gain knowledge about such characteristics we have reviewed a study by Martell et al. (1998). They used these
characteristics when they made a research on if there are any differences about how men and women are perceived on characteristics associated with higher leading positions. As we are reviewing articles about people holding top leading positions we believe that these characteristics will be appropriate for our investigation. Their list contains of 22 characteristics that are all used to describe people holding top leading positions:

Achivement oriented  Learns from adversity
Action-oriented  Persuasive
Articulate  Politically-astute
Courageous  Proactive
Decisive  Resilient
Energetic  Resourceful
High expectations  Risk-taker
Industrious  Strategic thinker
Inspirational  Team builder
Intelligent  Well-informed
Leadership ability  Visionary

According to Hofstede (2003) Sweden and the other Scandinavian countries are all countries with very low masculinity. This means that the femininity is stronger in the Scandinavian countries compared to other countries. The leadership characteristics from Martell et al (1998) that we have chosen are developed in America, which according to Hofstede is a country with relatively high masculinity ratings. To avoid that these leadership characteristics are biased from the American masculinity, we believe that it will be necessary to complement the characteristics from Martell et al. (1998) with two Scandinavian studies. We are well aware off that there are more authors that write about leadership characteristics, but many of these are similar.

Larsen (2003) uses these words to describe a leader:

Decision maker  Responsible
Delegates  Search for challenges
Engagement  Trustful
Intelligent  Willing to work
Motivated

(Jacobsen and Thorsvik, 2008) describe characteristics that a good leader has, they also point out that these are often mentioned in the literature that describes leader characteristics. The six characteristics that they highlight are:
Since many of these characteristics are overlapping each other we believe that we have found a good base that we will use when doing our empirical text study. Based on these three authors’ descriptions of leadership characteristics we have conduct a table with the characteristics that we will use in our study:

<table>
<thead>
<tr>
<th>Inspirational</th>
<th>High Expectations</th>
<th>Engaged</th>
</tr>
</thead>
<tbody>
<tr>
<td>Team builder</td>
<td>Industrious</td>
<td>Intelligent</td>
</tr>
<tr>
<td>Willing to work</td>
<td>Persuasive</td>
<td>Learns from adversity</td>
</tr>
<tr>
<td>Leadership ability</td>
<td>Resilient</td>
<td>Motivated</td>
</tr>
<tr>
<td>Achievement oriented</td>
<td>Risk-taker</td>
<td>Outgoing person</td>
</tr>
<tr>
<td>Action-oriented</td>
<td>Search for challenges</td>
<td>Politically-astute</td>
</tr>
<tr>
<td>Articulate</td>
<td>Self confident</td>
<td>Responsible</td>
</tr>
<tr>
<td>Courageous</td>
<td>Strategic thinker</td>
<td>Well informed</td>
</tr>
<tr>
<td>Decisive</td>
<td>Trustful</td>
<td>Visionary</td>
</tr>
<tr>
<td>Delegates</td>
<td>Energetic</td>
<td></td>
</tr>
</tbody>
</table>

2.3.2 Stereotypes

Stereotypes are a general idea of characteristics that are associated with a particular group in the society (Nationalencyklopedin, 2010). Stereotypes of what is considered to be feminine and what is considered to be masculine both exists within the society and in organizations. Stereotypes affect people’s judgment of other people. Because leaders are associated with men, a women need to prove that they are equally good leaders as men and change the stereotypical picture of a women. (Wahl, 2003)

2.3.3 Gender roles

Gender roles can be seen to be conformed beliefs that people have about women and men characteristics and also includes people’s opinions about female and male behavior. Most people think that there are distinctive and clearly different characteristics and behaviors for each sex. (Diekman and Eagly, 2000) Most of these beliefs can be connected to the communal and agentic attributes which are categories for characteristics. Communal describes characteristics usually connected to women, such as caring of other people, being helpful, kind, sympathetic and affectionate. Agentic is more connected to men and includes...
characteristics like assertive, controlling, ambitious, dominant, independent and self-confident. (Eagly and Karau, 2002)

2.3.4 Masculinity of leader role

Virginia E. Schein did in the 1970s a research investigating managerial sex role stereotyping which showed that most middle level leaders, both men and women, in the United States associated men with leader roles. (Schein, 2001) This phenomenon was called "think manager-think male". This research was replicated in 2001 when Schein due to the globalization in the world examined the same thing on the global arena. The results from the last research did differ from the previous in that sense that female managers now believe that women can also have the necessary characteristics needed to succeed as a leader. Among the male managers there were no significant change in attitude and they still believe that men are better suited for leadership positions. (Schein, 2001)

When reviewing the list of characteristics from the investigation made by Martell at al. (1998), Larsen (2003) and Jacobsen and Thorsvik (2008) that we wrote about above, and comparing those to the communal and agentic attributes it becomes clear that many of the characteristics on the list can be associated with agentic qualities. (Eagly and Karau, 2002) These are for example leadership ability, courageous, persuasive, decisive, action oriented and resilient. It is not as obvious to connect these characteristics with the communal attributes that are associated with women.

Sandra L. Bem (1974) is an American psychologist famous for gender studies, who has made a masculinity-femininity scale which classifies what is considered masculine, feminine and neutral characteristics. According to Bem (1974) masculinity is associated with “getting the job done” and femininity with the concern for the welfare of others. (Bem, 1974) According to the description of agentic and communal by Eagly and Karau (2002) and Bem’s (1974) masculinity and femininity scale, we have categorized the list of leadership characteristics as follows:

<table>
<thead>
<tr>
<th>Feminine:</th>
<th>Masculine:</th>
<th>Neutral:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inspirational</td>
<td>Leadership ability</td>
<td>Energetic</td>
</tr>
<tr>
<td>Team builder</td>
<td>Achievement oriented</td>
<td>Engaged</td>
</tr>
<tr>
<td></td>
<td>Action oriented</td>
<td>Intelligent</td>
</tr>
<tr>
<td></td>
<td>Articulate</td>
<td>Learns from adversity</td>
</tr>
<tr>
<td></td>
<td>Courageous</td>
<td>Motivated</td>
</tr>
</tbody>
</table>
As this list shows, only two of the characteristics that describe a good leader can be associated with femininity whereas the majority of words are either masculine or neutral. This shows that what is considered as feminine characteristics are not congruent with what is considered leadership characteristics in the same way that masculine characteristics are.

That there is a contradiction between the concepts of femininity and leadership whereas there is a connection between the concepts leadership and masculinity is something that many researchers have been writing about. (Kanter, 1977; Wahl, 1996) Kanter (1977) expresses it like that male leaders will be seen as good leaders whereas women leaders will be seen as inadequate since they do not have as many of the masculine characteristics. Eagly and Karau (2002) are mentioning role congruity theory which means that people will compare how two roles are congruent with each other. When regarding someone as a potential leader, a person’s expectation on both gender and leadership will be put against each other. As the list of characteristics shows above there will most likely be a contradiction when considering a woman as a leader. (Eagly and Karau, 2002)

2.3.5 Prejudice against women leaders

Prejudice might arise when a person is holding a stereotype opinion about a specific group that is contradictory with the characteristics that are thought to be required for a certain role. As these contradicting characteristics will be compared by the perceiver, he or she will lower the opinion about the stereotyped group member as being appropriate of a certain role. Prejudice will most likely occur when a woman is connected to a leading position, and the observer sees little or no consistence between the female communal characteristics and the agentic characteristics associated with a leadership position. (Eagly and Karau, 2002)
2.4 Women in organizations

2.4.1 Women in minority positions

Some of the research shows that women in leading positions will have different opportunities than men on the same positions. One explanation to this can be that most women on leading positions are minorities due to the rigorous male dominance. (SOU 2003:16) Rosabeth Moss Kanter published her book *Men and Women of the Corporation* in 1977 and it was then an important input in the leadership research, as it was criticizing the early research which focused on the individual perspective. After consulting with our tutor and noticing that most of the current research about leadership still uses Kanter (1977) we believe that even though it is now more than thirty years ago this book was published, the theories about people in minority situations are still important.

Kanter (1977) calls a group *skewed* when it has a gender distribution of about 85:15 and where the larger group dominates. Women that are in minority positions in a group will be tokens, meaning that the women will treated as symbols rather than individual and the dominating group will treat them as representatives for all women. A token can be either one person or a small group which are having difficulties to create a powerful alliance against the dominating group. Holding a minority position and to be a token can lead to that women will have to act in a certain way. This can be very demanding and can lead to that the women feel like they are vulnerable and isolated. (Kanter, 1977) To be in a minority will lead to three structural effects:

*Visibility:* Even though the token is representing a smaller proportion of the group, she is more visible and gets more attention than the people in the dominating category. This can be very complicated because the visibility will create a performance pressure. A person in a token position has to perform well enough to be accepted by the group and prove their competence, but cannot perform too well since that will make people in the dominating category look bad. This effect also means that a woman in minority position will be representing all women. (Kanter, 1977)

*Contrast:* Having one or more tokens in a group that have different characteristics and culture will make the dominating group more aware of their own culture. The dominating group will become more aware of the commonalities they have within the group but they will also be more aware of the differences they have towards the tokens. Contrast tends to lead to
intensifying of dominant culture boundaries, meaning that the dominant group will feel like it is important to keep the tokens outside their group. This will be done by trying to exclude them from the dominant group by setting up boundaries as well as exaggerating differences. This might lead to that the minority person will be subject for some kind of loyalty tests and eventually have to chose between accepting the isolation or to step away from her own social culture and be accepted by the group. (Kanter, 1977)

**Assimilation:** The dominating group will perceive and treat the token persons based on standards or norms for their social group. The characteristics of a token person can be deformed in order for them to fit in to the generalization. This will lead to that the minority person will be judged based on stereotype notions about her social category and they will not be seen as individuals but rather as someone that is supposed to fit in to the dominating groups perceptions of a stereotype. An example of this can be that women on leading positions can be seen as secretaries and it is not unusual that they will be given typical women roles as the mother, the seductress, the mascot, or the iron lady. To avoid being labeled with one of these roles the women will need to give a gender neutral image of her. This tends to be very demanding and therefore it might be easier for the women to play a role. (Kanter, 1977)

Considering these three structural effects, Kanter (1977) means that tokens are highly visible because they are different but on the same time they are not allowed to be individuals and show their own unique, non-stereotypical characteristics.

### 2.4.2 Women’s strategies

Anna Wahl began her research about women engineers and economists in 1983 and her book *Könsstrukturer i organisationer* was published for the first time in 1992 and was later republished in 2003. Much of the theory used in Wahls (2003) book is concentrated to theory about leaders, careers, highly educated jobs and jobs in male dominated environments. Something that we found very interesting and relevant for our research is the theory about that women in leading positions are sometimes taking on different strategies that will enable them to deal with being leaders in a male dominated world. Even though a women in a leading position is in a minority position, subordination and an object for discrimination she still have to be able to perform at work. Being aware of her situation can be seen as a survival strategy. (Wahl, 2003)
The gender neutral strategy means that the woman will try to adapt to the situation through denying the prevailing gender structure and accede towards the gender neutral description of reality. (Wahl, 2003) The woman will appear to be a gender neutral individual. This strategy will lead to that the woman will appear like a competent leader and gain respect. The woman’s private life, children and sexuality is in a way hidden and not visible for the organization and this is a problem since denying the gender identity will lead to that those women will not be seen as women, but rather as leaders. They will be seen as women that are denying their femininity, something that can be perceived as negative. (Wahl et al. 1998)

The positive strategy on the other hand means that the women will defuse the gender structure and try to lift out the advantages with being a woman. Through lifting out the advantages the self confidence will remain. The woman adapting to the positive strategy will be seen as a "normal" women but sometimes like a somewhat worse leader. (Wahl, 2003)

The surrounding world strategy means that the women is well aware of the situation in the society and will therefore understand the situation as it looks in the organization. The male dominance can be understood by how the society in general looks like and the woman will not lose her self esteem. (Wahl, 2003) This strategy is explaining the women as a whole individual, both as a woman and a leader and the aim is to have equal opportunities for women and men. (Wahl et al. 1998)

The relative approach strategy means that the male dominance is seen as relative and is connected to the number of women and men in an organization. This means that when the number of women is greater than normal (what is considered normal differs from situation to situation) the women will be more visible and the male dominance will decrease. (Wahl, 2003)

From the study that Wahl (2003) did on women engineers and economists she came to the conclusion that the most common strategies undertaken by women were the surrounding world strategy and the positive strategy, both being positive when it comes to lifting out the advantages with being a woman. The least common strategy was the gender neutral strategy where the women accepted the gender structure and could be seen as denying her femininity. (Wahl, 2003)
2.4.3 Blending in or claiming a rightful place

Deborah L. Sheppard (1989) have made a research about organizations, power and sexuality on Canadian managers and professionals and have like Anna Wahl (2003) come to the conclusion that women, consciously or unawarely, take on different strategies in organizations.

When a woman is entering a male dominated work place the question of how well she will learn how to manage the world of the organization will depend on how well she can redefine and manage femaleness. Sheppards’ research shows that women feel like “male-learning” is as important as learning the organization. In order to manage the conflict between femininity and leader, many women take on different strategies which is said to be necessary for the success of the organization. Two strategies are described; blending in and claiming a rightful place.

Blending in is the most used strategy and means that the women are trying to blend in to the prevailing organizational culture and this is done trough being enough feminine, through appearance and self presentation, and enough businesslike, through showing stereotypical masculine characteristics. Keeping this balance will make the men feel like that the usual expectations of gender are maintained as at the same time the issue of gender and sexuality are apparently minimized.

Claiming a rightful place is the less commonly used strategy and means that the women will accept the goals of the organization but will show a critique of the male dominance and claim more opportunities, power and room for women in the organization. This strategy means that women need to be on guard against being seen as feminine in any situation. (Sheppard, 1989)

2.5 Media Theory

In order to build up a sufficient frame of references for analyzing our empirical data we will here present some references about media, media’s power and influences on the society and theories of how women and men are shown in media.

Media is a broad concept and appears in many different forms, most of the media theories are general and refers to TV as well as business journals and many other forms of media.
2.5.1 Media’s influence

According to Maria-Pia Boëthius (2001) media (TV, newspaper and radio) is describing itself like something that is reflecting the reality and inspecting the power in the society, as well as being a messenger and accommodator of news. Boëthius (2001) argues that media is a kind of power, just like the political and economic power around the world. Besides from being just a messenger it is has the power of creating their own message. (Boëthius, 2001) Media have a lot of functions for us; it is the base for public conversations and the forming of democratic public opinions. It has become a natural part of our lives and we use it for collecting knowledge and images of the world, as well as forming opinions, norms and attitudes. (Jacobson et al. 2004)

The image that media is mediating about the surrounding world have a crucial consequence for how people will understand happenings and other people. How media is affecting us is however a complex question. The picture about the reality that media is mediating is important, not at least for how we understand each other and what is expected by women and men in life. Media will give us role models as well as providing us with prohibitive examples. This means that studying what images about women are being mediated will give a picture about what the underlying messages are about women and leadership. (Edström, 2002)

Birgitta Conradson and Angela Rundquist did in 1997 a study about career women in Sweden and one aspect they were studying was how the media image looks like. They came to the conclusion that because there are so few women holding leading positions in Sweden, the women that are shown in media will be important role models. (Conradson and Rundquist, 1997)

2.5.2 Women and men in media

In 1994 Maria Edström together with Maria Jacobson did a survey at the institution of journalistic and mass media communication at Göteborg University. They studied the biggest newspapers and statistics of the audience, the most seen movie and video. They studied how often women are shown in media and in what areas, compared with men. Their survey showed that women are showed in media as often as men are, but in different context. Men occur in media in all ages and are often associated with their profession while women usually occurs in the age under 30 and are then associated with beauty. (Jacobson et al. 2004)
The results of Edström’s study from 2001 shows when it comes to leaders in the private sector in Sweden the share of interviewed women is considerably higher than the share of women actually being leaders within the private sector. This can depend on the fact that there is a big journalistic interest for those women since they are in minority. (Edström, 2002)

Conradson and Rundquist (1997) are describing that media are doing so-called success-stories which is interviews with successful people within the business world. These articles tend to have a clear line between the business and the private life of the interviewed person, and that this tendency is even clearer when the interviewed person is a man. Historically women in these articles have been described with assumed characteristics and how they look and act like. In an interview focused on the success of the company one can find descriptions and characteristics about the women like "in her high heels" or "she has fixed dark eyes". Men are usually described as strong, competent, outgoing, leaders, hero or criminal whereas women are described as being thin, beautiful, reserved, mother, wife, sex object and victim. These characteristics can be seen in all kinds of media and the conclusion is that what women are doing is being diminished and what men are doing is being aggrandized. Women holding top position usually get described in the same way as men but then the danger is instead that if they succeed in not answering questions about their sex, they will be described as being masculine. (Conradson and Rundquist, 1997)

Conradson and Rundquist (1997) also mean that women and men do not get the same kind of questions when being interviewed, and in the material they reviewed, it became clear that men seldom got the same personal and obtrusive questions that women got. Women usually got questions about how it feels to be a woman. The interviewed people’s private life is something that is usually presented in a box next to the article. Some private facts are described in the article, for example if the person comes from a troubled background. (Conradson and Rundquist, 1997)

Edström (2002) argues that it is not the gender of the journalist that is deciding who will be interviewed, but rather the culture within journalism and media.

2.5.3 Stereotypes in media
The images of people that are being mediated in media are usually stereotypes. One reason for this is because media are fighting instant time-issues and using already set frames will save
time, and in the long run money. Another reason for using stereotypes is that it will be a sort of safety for the audience, since the images are usually well known. (Jacobson et al. 2004)

The personal profile interviews in the media is the kind of article that will make use of more sex-labeled language and the normal stereotypes becomes visible. Describing the same thing can be expressed in different way depending on if it is a women or man that is being described. (Edström, 2002) Men are usually described as having power and being active whereas women are described as being sexual objects and passive. (Jacobson et al. 2004)

Stereotypes are occurring in all kinds of media, from daily newspapers to television and reality shows. Jacobson et al. (2004) conducted a theory of different stereotypes associated with women or men.

*Beauty slave:* Is the non-working woman that puts lot of efforts on her looks. The Beauty slave is common in advertisement and is seen as an object. *The projector:* Is the active business man wearing suit and tie. He is successful in his profession, and supports his family. *The household functionary:* Is the housewife that takes care of the household, cleaning and baking. She is the perfect wife that also has a job besides of the household. *Macho man:* The seducer, with is physical strength and characteristic he is the hero. He does not commit himself to a woman and he is a so called maverick. *The love goddess:* This woman appears in the media both as the Madonna and as the whore. *The love god:* He appears as the dream prince or the sex athlete. *The geek:* The man who operates according to traditional woman duties; household and children. (Jacobson et al. 2004)

2.5.4 Pictures in media

“*A picture says more than a thousand words*”

That sentence explains how complex a picture is. When looking deeper into a picture the message of it can be found. This makes it important to also analyze the picture, in order to see what the picture is mediating to its audience. (Eriksson and Göthlund, 2004) Pictures are one way to increase the differences between men and women on leading positions. The man will be showed as more powerful whereas the woman will be shown less harmful, having less power and usually in environments that will strengthen these feelings. (Edström, 2002)

To place a person in specific position in pictures can have different meanings. The camera angle mediates different messages; taking the picture from under (the so-called frog
perspective) will mediate the message that the person on the picture looks down on the reader and have therefore more power. If the picture instead is taken from above the effect of it will be the opposite. (Eriksson and Göthlund, 2004) It is commonly occurring that the women is photographed from above and will also have a disarming effect, as it gives the viewer the possibility to look down on the person. Pictures on men are completely different, usually with techniques that are mediating power. (Edström, 2002)

The body language or the face expression, the pose, and the environment all are essential factors of a picture. (Eriksson and Göthlund, 2004) Edström means that it is clear that the expectations that a woman should smile is very high. For a woman to smile for a photographer is considered an instinctive behavior. This is also a moment for the photographer to make clear and show the world that this powerful woman is not so dangerous. A nice smile will have a disarming effect. The need for men to smile is not as big. (Edström, 2002)

The eyes of a person can mediate authority, loneliness, sadness, happiness etc. Bending the head, or to look down means that the person is weak, uncertain or low. Standing up straight shows self confidence. (Eriksson and Göthlund, 2004)

The common masculine expression is clenched jaw, and a serious and stable look, and with the legs wide apart, and a man holding something in a picture mediates power and ownership. Women are often seen as the attractive “animalistic women” who attract men and their sexual fantasies. Using symbols as metaphors in pictures are a common tool to express something.

Much is about women as an objective; it seems to be that women take their look in a more serious way. Whereas men are often portrait as subject where their eyes looks in to the camera, and the viewer does not focus on the body, instead they listen of what the man has to say. (Eriksson and Göthlund, 2004)
3. Methodology

In this methodology chapter we will describe how our research was conducted and what choices we have made throughout the process. The aim with this chapter is to make it possible for the reader to decide on the validity of our research.

3.1 Deductive approach

The way in which theory is connected to reality is an essential problem within scientific research. There are three different ways in which a thesis can be carried out; deductive, inductive or abductive. (Patel and Davidson, 2003) The deductive approach is the most common vision about the connection between theory and research. (Bryman and Bell 2007) It means that based on already known theories the researcher can draw conclusions about a specific case. The objectivity in the research is believed to be high since the research is based on already existing theories, and the risk for the research to be affected by the researchers’ interpretations is low. (Patel and Davidson, 2003) We will with help from existing theories analyze our empirical findings and we have no intentions on creating new theories. We will therefore have an inclination towards a deductive approach. We collected the empirical data after deciding on the theory that was relevant for our thesis and the purpose was not to come up with new theories within the subject.

3.2 Research strategy

A research can be conducted using a quantitative or qualitative research strategy. (Bryman and Bell, 2007) The concepts of quantitative and qualitative means how the researcher chooses to produce, work with, and analyze the information that have been gathered. (Patel and Davidson, 2003) Quantitative research is a strategy in which the researchers, when gathering and analyzing the empirical data, highlights quantification. This is usually expressed by numbers. (Bryman and Bell 2007) Qualitative research strategy on the other hand means that the researcher is working with what can be called "soft data", qualitative interviews and verbal analyses of texts. The both strategies can be connected and used together rather than choosing a research which is solely quantitative or qualitative. According to Dahlgren (2000) it can sometimes be necessary to use some form of quantitative analysis in an otherwise qualitative study in order to get an important overview of the material.
This thesis will be conducted mainly by a qualitative research strategy, but after reviewing our material we realized that we also have tendencies towards the quantitative strategy. Our intention is to analyze the empirical information in depth and draw examples, in order to be able to describe. We are aware of that a qualitative research can be influenced by the researchers view and that some analysis might be seen as subjective.

3.3 Research Method
This study has been conducted through reviewing and analyzing articles made with top leaders in two professional business journals in Sweden. Through getting a more objective image, we in addition to analyzing the articles performed interviews with the journalists.

3.3.1 Data collection
There are different methods to collect data and the most common methods are primary and secondary data. Primary data is the method used when the researchers need new information for the specific investigation. Secondary data is when the researcher use data that has been collected by someone else. This data has been collected by another author, organization or institution and for another reason than the actual purpose. (Bryman & Bell 2003) For our study we have used both primary and secondary data. For statistics of gender division within top positions in the Swedish business world we have used secondary data from SCB and World economic forum. The empirical study is based on primary data which we have collected for our thesis.

3.3.2 Choice of theoretical framework
We started reviewing theories concerning gender in organizations for our theoretical framework, by recommendations from our tutor Elisabeth Sundin. Since our thesis is concerning the concepts of gender, leadership and media we have been reviewing theories in the different areas. Kanter is an important author in the subject of women in organizations, she has for example written about women in minorities. Her theories are somewhat old, but we believe that they are still relevant and that is why we have chosen her for our theoretical framework.

When we looked for theories for leadership characteristics we chose to base our references on authors both from United States (Matell et al) and from Scandinavia (Larsen, Jacobsen and Thorsvik). The theory by Martell et al. (1998) include characteristics that can be connected to leaders holding top positions, which is what we are looking at. When looking at Hofstedes’
five dimensions we found that the Scandinavian countries are similar in the ranking of masculinity, therefore we believe that using authors from Scandinavia will be a good complement to Matell et al. When dividing the characteristics into feminine, masculine, and neutral we have used Bem who is a famous American researcher.

That we have used many researchers coming from United States is something that we have chosen. They are important and famous authors for the actual subject, and we believe that they are necessary to complete our frame of references. Because we have limited our studies to Sweden, we have in addition to the American authors chosen Swedish and Scandinavian authors, for example Wahl, who is an important author in this subject from Sweden. If we would only have looked on Swedish authors we believe that we would have limited ourselves too much, and we believe that the American authors are important to the field of our study.

3.3.3 Selection of print media
Since we do not have the possibility to study all the existing newspapers we had to limit our frame. First we eliminated the papers that were not in the category of business journals, and then we looked at how many readers these different professional journals have. Dagens Industri and Veckans Affärer (here after referred to DI and VA) reach together out to more than half a million people weekly. DI is a daily professional journal and has 401,000 readers daily. Of these 129,000 are women, and 272,000 are men (TNS SIFO, 2009). VA publishes 52 numbers each year and reaches about 100,000 readers weekly, where 30,000 are women and 70,000 are men (TNS SIFO, 2009). We also found that both DI and VA have a special section for interviews in each issue, for DI this is shown in their Friday insert DI Weekend (here after referred to DI W). These sections are longer interviews with people within the Swedish business life. Both of these journals target themselves to readers, which are active within the business world. We are assuming that the people reading these journals are both leaders and non-leaders within the business world, but also students. We believe that by studying these two journals we can find out what images and descriptions about women leaders are being mediated to a large amount of people that in some way are connected to the business world.

3.3.4 Selection of articles
When we searched for articles within the two journals we looked for women and men holding a top leading position within a Swedish company operating in the private sector. By saying
“holding a top leading position” we refer to a person that works as a member of the board, chief executive officer or as an executive. We will not limit ourselves to look at leaders in a company with a specific number of employees, because it is not relevant for our study to know how big the company is.

Both DI W and VA have in each issue sections with longer interviews with people from the business world. We have chosen to study these personal interviews made with people in leading positions from the both journals. We believe that studying direct interviews, rather than just news articles, with leaders holding top positions will give us a better and more detailed description of how they are described in media. This because the focus is on the interviewed person rather than on the company or position held by her or him. We have been choosing articles from the same sections of the journals, in order to find articles which are structured in the same way and somewhat in the same length. In VA we have been studying the interview made with the “profile of the week”, which is a long interview describing the profiles current position, as well as personal topics and their previous careers. From DI we have studied interviews in their Friday insert, DI W. These interviews are also covering personal as well as professional topics. After reading many interviews in the two journals we believe that they are conducted through some kind of standard or form, which will make it easy for the readers to recognize themselves in the structure. By choosing two journals and studying interviews made by different journalists we believe that the risk for our results to be affected by such a standard has decreased.

In order to receive as new information as possible we started to look at articles from April 16th 2010. The current news in Swedish economy is now concerning the election of parliament. Much attention is put to this in media, which we believe is a reason to why there are so many interviews with persons within the public sector. This was one of the factors that made us go back to 2009 to find relevant articles for our research.

We looked for six interviews in different issues of each journal, three with women leaders and three with men leaders. In the beginning we were open to reduce or raise the amount of articles to review, but we decided to start with a total amount of twelve articles. When we had got familiar with these articles and studied them we realized that the amount of articles was enough for the intention of our study. The interviews that we have chosen to study from VA are between April 2010 and June 2009. Looking for interviews that we could study that met
our criteria’s in DI W made us go back to September 2009. The reason why we could not find interviews within a shorter time spam was because of the persons that were interviewed did not meet our criteria.

3.3.5 Interview methods

When we had decided the method for our empirical analysis, we realized that in additional to our own interpretation of the articles we also had to contact the journalists of the articles. This was because through the journalists we could learn about the background, and creation of the articles, which is relevant and will strengthen our reader’s trust of this thesis.

There are different methods of how to construct an interview, most common are the structured interview where the reporter use an already created scheme for the interview, and the unstructured and semi-structured interview which also refers to the qualitative research. A researcher using a semi-structured interview follow a specific guide with questions, but additional questions can be added. (Bryman and Bell, 2003) Our interviews were made based on the semi-structured method which means that we asked questions based on a set frame, but that we when needed could ask additional questions.

3.3.6 Approach for interviews

We began by sending e-mails with interview questions to all the journalists on the twelve articles. Some articles were written by the same journalist so the total number of journalists was ten. We were assuming that we would not hear back from all of the journalists and therefore decided to e-mail them all at the same time instead of trying to reach them one by one. We were surprise by the amount of response that we received from the journalists. From everyone except from two we got a reply, but two directed us to their chief editor which resulted in that we ended up having a total of six interviews.

Out of our six interviews, two were performed through phone and four by e-mail. In the interviews through e-mail the questions were asked asynchrony (not in real time) so the interviewed persons had time to answer them. Using e-mail as a method for interview can lead to a longer relationship between the two parts where the researcher often can come back and ask more questions. (Bryman and Bell, 2003) Additionally we performed telephone interviews, as two of the journalists, one from each journal, asked us to call them. These interviews were both about 15 minutes long and we asked the same questions as we had sent them in the e-mail. When needed additional questions were also added.
3.3.7 Discourse analysis

In order to conduct this research we will study articles. We have chosen to build the empirical section on interviews found in professional journals and we will analyze them. It is obvious that media reach out to a high amount of people and what is written in media affect people and their social life. That is why it is important to have knowledge about our language. Since we will study what image business journals give on women and men leaders we have to be able to analyze the material. We will use the method of discourse analysis. The meaning of discourse is broad and discourse analysis can be found in many different conceptions. Bryman and Bell (2003) define discourse analysis as a method of analyzing conversations, and other forms of discourses concern how the language helps to shape and reach different versions of reality. Discourse analysis is an overlapping method of the conversation analysis, which can be applied on texts and pictures. The conversation analysis originates from the ethnomethodology which is a sociological perspective concerning a deep analysis of speak that occurs in natural situations. (Bryman & Bell, 2003)

Approach for media text analysis

We will base our empirical study on the text analysis method constructed by Peter Dahlgren (2000). Peter Dahlgren is a professor in media and communication science at Lund’s university in Sweden. We will make use of his method for text analysis in our study. Dahlgren (2000) describes a circulation of six aspects to consider when analyzing media. Each of the aspects can be considered a step, which contains questions that can be asked to the material. The six approaches should all be considered for the analysis, but focus can be put on a few of them. We believe that we by using this approach will develop a good analysis and gain a greater knowledge of our material to reach the purpose of this thesis. The fact that this method is developed by a Swedish professor and that we are studying Swedish journals makes us believe that we can perform the analysis of this material in a good way.

The six approaches are:

- Medial context
- Texts intention
- The intended/potential audience
- Production conditions
- Text structure
- Social context
The medial context
To have information about the background of the actual material is essential to be able to analyze the text. To have knowledge about the background means that the researcher will have certain expectations and preconceptions on the text. We will ask the following questions to the text: In which media is the material found? What kind of material is it? Where in the journal is the material found? Is the profile on the front page?

Intentions of the text
Knowing the purpose and the message of the text can contribute to a better understanding of the text. Dahlgren (2000) is lifting out six intentions that are considered to be the most common for media. We will look at the following intentions: Informative: What do the media want to say about the surrounding world? Proposition: Is the media describing a phenomenon? Convincing: Is the media trying to change our way of thinking?

The intended/potential audience
To have knowledge about the potential and actual audience will help us to see if the text is shaped in a special way. Knowing this means that the researcher will know about the audiences expectations and prejudices. We will observe the following questions: Who is the intended and potential audience?

Production conditions
Knowing the circumstances behind the text will let the researcher gain a greater understanding about the media text. This involves being aware of the conditions regarding the content, time, budget, and schedule of the material and this is what we will observe.

Text structure
Analysis of the text structure is the core of a media analysis. Text structure is explained by Dahlgren (2000) in different dimensions, and the most suitable for our material are: The information context: This is the most central dimension and it involves finding the information that is being mediated. In our study this part includes to look at the characteristics that are used to describe the leaders in the articles. We will look at the following questions: Which information is being mediated? How is the information angled? Is it trustworthy? Which concepts are being used? Who is mediating the information, is it the journalist or the interviewed person? Is there information missing?
Stylistic dimension: Stylistic means that something is conducted in a uniformed way and it can give interesting information about the characteristics of a media text. The text and the picture can give information about whether the text should be considered sober or humoristic, emotional or rational and personal or impersonal. We will observe these questions: How is the style of this text? What stylistics is visible?

Thematic dimensions: This dimension also includes what the text is about but in addition to the information context it also involves categorizing and organizing the text into recognizable categories. We will study which themes that can be found in the material.

Rhetoric: This dimension can be divided into different parts; expressions that have emotional power and tropes. Expressions with emotional power involve using different strategies in order to catch the audience. This can be done through visual or textual approaches. The tropes include for example the use of metaphors in texts. Metaphors are a pedagogical aid that can be used when trying to describe or understand something. (Bergström and Borèus, 2005) This is done in order to get a greater effect in the texts. We will observe the following questions: Is it possible to find expressions with emotional power and tropes in the material?

Social context
The material should be put in to a social context. The context that is connecting the text to the society can be unique, routine or frequently returning and it can be possible to review which world-picture, trends and ideological tendencies that are being mediated. We will observe how this material can be connected to the society. (Dahlgren, 2000)

Approach for picture analysis
That a picture says more than a thousand words, is something that we are considering, therefore we will analyze the pictures of the interviewed leaders that are used in all the articles. We will begin the empirical chapter by a presentation of all the articles where we also show one picture from all of the articles. We have chosen to put our empirical descriptions of all the photos in appendix, since there are so many pictures and we believe it would be disrupting for the reader. In the analysis chapter of this thesis the reader can find the picture analysis that will be based up on the picture theory, which for example tells that special camera angles, body language, and environments, mediate different messages to the viewer (Eriksson and Göthlund, 2004).
3.4 Methodology discussion

3.4.1 Criteria for quality

In addition to replication, reliability and validity is the most important criteria for business and management research. Reliability and validity are important concepts in quantitative researches since it will give the reader a picture of the quality in the research. (Bryman and Bell, 2007)

Qualitative researchers on the other hand have been discussing how relevant these concepts are for qualitative researches. (Bryman and Bell, 2003) The concepts of validity and reliability get a somewhat different meaning in a qualitative research and they can be seen as being very interlaced and connected. Since every qualitative research is unique it can be hard to find general rules or procedures for supporting the quality. Validity should therefore be seen as referring to the whole research process and not only the collection of data. It is important that the researcher is describing the process so that it is possible for the reader to build their own experiences about how valid it is. (Patel and Davidson, 2003)

Trustworthiness

According to Guba and Lincoln (1985) qualitative research should be measured different from quantitative research in order to establish and assess the quality. One way in which the researchers can prove to the audience that the research has high quality is through showing the trustworthiness in the research. Trustworthiness includes the concepts credibility, transferability, dependability and confirmability. (Guba and Lincoln, 1985)

To create credibility the researchers have to assure that the collection of empirical data is made in an accurate way, in order to assure that findings and interpretations are found credible and that they correctly have understood the social world. One way this can be done through is triangulation, which means that the researchers make use of more than one source of data. Confirmibility means that the researcher should be as objective as possible when doing an investigation and it is important that researcher’s do not let personal believes direct the research. Transferability means that the research should be transferable to other situations than just the one used in the investigation. This can be reached through so called "thick descriptions" which means that the researchers are using as much details as they can when describing the research (Geertz, 1973 in Bryman and Bell, 2007). It is however not the role of the researchers to assure transferability, but rather to provide a base which will make
transferability possible. Dependability means that the researcher should take on an auditing role towards his research, meaning that it will be necessary for the researcher to take on a critical role during the creation and description of all necessary faces in a research. (Guba and Lincoln, 1985)

We believe that we through the choice of method have fulfilled the criteria of credibility since the collection of data is consistent throughout the thesis. All twelve articles have been analyzes in the same way, using the text analysis method by Dahlgren (2000). By choosing to add interviews, instead of solely focusing on analyzing the articles have made us fulfill the method of triangulation, which we believe resulted in a more credible result since we now lowered the level of our own interpretation and got actual and current information from the journalists. Regarding the interviews with the journalists, which have been performed both through e-mail and phone, we believe that this material is reliable too. The journalists that we interviewed by phone first had the opportunity to read the questions in the e-mail, which should exclude misunderstandings. Since the distribution among the two journals was equal, and the fact that the information we got from our six interviews were very much similar to each other, we believe that our material is comprehensive without the four journalists that did not respond. All of the interviewed journalists are in this thesis anonymous, which we believe lead to that the answers we got from the journalists can be considered as trustworthy. The theoretical framework which we have based our analysis on can also be considered to have high quality since we to a great extent used authors and researchers which tend to be the most used within this field. Consistently trough this thesis we have made us of primary source, meaning that we have always looked at the original source when referencing to someone, minimizing the possibility for false interpretations.

To fulfil the criteria for transferability we have in our thesis as thoroughly as we have been able to describe our empirical material with as much details as possible. We believe that we by doing this have built up a base to make it possible to transfer the study to professional journals other then the two included in our study. The criteria of dependability are what we have perceived as being the hardest to fulfill since we are doing a study based on analyses of articles. We however believe that we through consistently using the comprehensive text analysis method by Dahlgren (2000), have been able to reach a great level of dependability. The fact that we are two independent people writing this thesis have also contributed to a greater level of dependability since we have been able to keep each other from making too
wide interpretations. By together thoroughly discussing, and critically reviewing every step taken in the text analysis method, and by getting some information directly from the journalists we believe that our results can be seen as having a great amount of dependability. We have throughout the process been aware of that our own beliefs could influence the research, which is common when using a qualitative research strategy. We believe that we collectively and through the criteria’s described above, have contributed to keeping the objectivity on a level as high as possible, in order to reach the criteria for confirmability.

**Generalization**

Usually generalization in qualitative researches is hard. The studied field is restricted and it can be hard to generalize to a larger context. It is hard to be sure about that the restricted study is representative for a whole population. (Bryman and Bell, 2007) Patel and Davidson (2003) means that the results from a qualitative study can be seen as explaining and understanding a phenomenon, which makes it possible for some kind of generalization. With the study we have made we have no intention to generalize our findings and results to print media in general. We however believe that our findings are not specific only for the two business journals that we have included in our study. Through the six interviews performed for this study we learned that these journalists were thinking in the same way about these articles, and that the both journals seem to have somewhat the same structure for these articles. Performing the text analysis made us understand that there is no significant difference in the content of the articles between the journals which makes us believe that the results could be valid also for other business journals.
4. Empirics

4.1 Presentation of the articles

Dagens Industri

**DI W nr 7, 2010-02-26**

Headline: “Barbros’ best business”
Profile: Barbro Ehnbom
Age: 60+
Position: Member of boards
Number of pages: 3
Journalist: Women
Pictures: 3

**DI W nr 33, 2009-09-11**

Headline: “Sweden’s Iron Lady”
Profile: Elisabeth Nilsson
Age: 57
Position: CEO for Jernkontoret
Number of pages: 4
Journalist: Man
Pictures: 3

**DI W nr 45, 2009-12-04**

Headline: “Rather troublesome than boring”
Profile: Carina Lundberg Markow
Age: 51
Position: Executive for Folksam
Number of pages: 3
Journalist: Man
Pictures: 3
DI W nr 47, 2009-12-18

Headline: “I will have Stefan with me all the time”
Profile: Mats Paulsson
Age: 66
Position: CEO for Peab.
Numbers of pages: 4
Journalist: Women
Pictures: 3

DI W nr 36, 2009-10-02

Headline: “His own maestro”
Profile: Rodney Alfvén
Age: 44
Position: Member of boards
Number of pages: 6
Journalist: Women
Pictures: 3

DI W nr, 27 2009-11-27

Headline: “TV-chief in the protection of profit”
Profile: Jan Scherman
Age: 60
Position: CEO of TV 4.
Number of pages: 5
Journalist: Women
Pictures: 3
**Veckans Affärer**

**VA nr 10, 2010-03-11**

Headline: "She is equipped to take over"
Profile: Lena Olving
Age: 54
Number of pages: 5
Journalist: Man
Pictures: 4

**VA nr 6, 2010-02-11**

Headline: "The last 16-tines"
Profile: Peggy Bruzelius
Age: 61
Position: Member of boards
Number of pages: 6
Journalist: Man
Pictures: 4

**VA nr 23, 2009-06-04**

Headline: "Board professional with glance on details"
Profile: Lottie Svedenstedt
Age: 52
Position: Member of the boards
Number of pages: 5
Journalist: Man
Pictures: 3
VA nr 16, 2010-04-22

Headline: “Karlssons black box”
Profile: Arne Karlsson
Age: 52
Positions: CEO for Ratos
Number of pages: 5
Journalist: Man
Pictures: 2

VA nr 9, 2010-03-04

Headline: “The profit machine”
Profile: Peder Ramel
Age: 55
Position: CEO for HI3G.
Number of pages: 6
Journalist: Man
Pictures: 3

VA nr 8, 2010-02-25

Headline: “The Merchant”
Profile: Christian W. Jansson
Age: 61
Position: CEO for Kapphal and Member of boards
Number of pages: 6
Journalist: Man
Pictures: 3
4.2 Text analysis

In this section we will present our empirical findings. We will present the results from the interviews made with the journalists, and our own interpretations of the articles, based on the media text analysis method by Dahlgren (2000).

4.2.1 Media context

This section contains information based on our analysis of the articles.

Dagen Industri

Dagens Industri is a daily professional business journal, and our focus have been on their Friday issues where they each week have an insert called DI Weekend. DI W was first published eight years ago in the fall of 2002. This insert has except for pure business related articles also some sections about culture, sport and entertainment. We have focused on longer personal interviews in this insert which is returning sections in the journal each week. The position of these interviews differs but they are often placed somewhere in the middle of the journal. The length is between three to six pages long and all interview articles include two to three pictures of the person in different environments. The pictures are in different sizes and in addition to the pictures in the article all of the interviewed persons appear on a small picture on the front page of DI W, but none of them are covering the whole first page.

Veckans Affärer

Veckans affärer is a weekly professional business journal that contains information about current business news in Sweden and around the world. In addition to cover the business world VA also put a lot of effort on lifting out successful women in the business world, for example they every year put together a list with the 125 most powerful women in the Swedish business world. Our focus has been on their personal profile article which is returning in all issues. The “Profile” in VA is a personal portrait where reporters interview women and men from the Swedish business world. This article is in all issues placed closer to the end in the journal and it is between four to six pages long. All the articles include pictures in different sizes and it is not unusual that some of the pictures are covering one to two whole pages. There are between two and four picture of the interviewed person. All of the profiles that we studied were on the front page.
4.2.2 Text Intention

This section is based on the information gathered from the interviews we made with the journalists.

Dagens Industri

The intention with the articles in the journal is to put forward an interesting and actual person with associations to the business world. If this person is a woman, it is seen as a plus in the context. The purpose is to lift out a person that is a successful person within the business world and describe the background, career, and life of that person. The article is also about current topics within the business world and organizations, and the interviewed person can express his or her opinion.

Veckans Affärer

“Someone gets someone as a role model”

This is said by one of the journalists that we interviewed from VA. The journalist says that the intention of the article with the profile is to mediate the person as a professional business leader. Whether the person is seen as role model or not is unclear according to the journalist, but he says that it is obvious that the readers are affected of who they read about. The main idea of the profile section is to put forward people that have done something significant, and might not have been observed for it before. The topic of the article can be about organization, network, and private life. The journalist’s mission is to make the article interesting for the readers and include many different topics. This due to the fact that VA has a broad target market and what they are writing about should interest different groups of people. For VA this profile interview is an important part of the journal and a lot of effort is put on getting a deep conversation with the leader. All of the leaders in the profile article get the opportunity to be on the front page of the journal. The look of the pictures is decided by the photographer, the journalist, and the leader together.

4.2.3 The intended/potential audience

This section is based on the information gathered from the interviews we made with the journalists.

Dagens Industri

The target market for the main journal is business people. When it comes to DI W the target
market is somewhat different, as it is offering more of a lifestyle for business people. It is not only current news from the business world and lists from the stock market, but rather longer interviews with interesting people. The people reading this business journal are decision makers on qualified levels, and it should also be interesting for these people’s families.

Veckans Affärer
The target market for VA is a multitude of different groups. The primary audience for all business journals is men between the age of 35-40 years with good to very good income and with a good academic education, according to a journalist on VA. However, VA also tries to widen their target market to women holding leading positions and also to younger persons with an interest in the business world. The number of women readers is increasing, slowly but safely. The journalists see a tendency that men are more interested in specific subjects whereas women have a broader interest for the whole journal. This journal is also popular among many organizations in Sweden that have had subscriptions for years. VA is frequently doing research about who their actual audience is.

4.2.4 Production conditions
This section is based on the information gathered from the interviews we made with the journalists.

Dagens Industri
The content of the articles, the leaders is chosen because of their position and that their organization or profession is of public interest. There is a risk that some of the top leaders can be perceived as dry, and the journal are therefore trying to find persons for the articles that can be perceived as more interesting, outgoing and fun. First the reporter has to think that the leader is interesting, funny, and outspoken, and then believe that the audience will think so too. Because there are so few women holding top leading positions in the business world, there are more interviews with men. Within the group of journalists on DI W there are different opinions about why they are not interviewing more women. One of them explains that women leaders want to be interviewed but they are hard to find, since there are so few of them. Another journalist thinks that women tend to say no to interviews because they do not want to be different and take all the credit of something, also that men does not care as much as women of what is written about them
For DI W there is no restricting structure on the questions asked in the interviews, but there are often a few questions in a specific area that the reporters wants to know about, and the questions are adapted to fit with the interviewed person and his or hers position. One journalist explains:

“Working at DI Weekend is like a dream for a journalist who wants to interview people holding a powerful position within the business world, without asking about share price or profit prediction but rather focusing the interviews more about their lives.”

The deadlines for the interviews published in DI W are normally longer than for the regular journal, because it is published once a week. Instead the pressure on the journalists is to guarantee the high expected quality of these articles. The journalists always have to be well prepared in the subject and about the person before the interview. The interview time is individual depending on the journalist and the interviewed person but it is not abnormal that an interview goes on for hours.

**Veckans Affärer**

Deciding who to interview for the profile articles depends on different aspects. Sometimes it is the journalists or the editorial staff’s idea, or the person is chosen because it was long time ago since she or he was shown in media. The person has to be a top leader within the business or political world, or being of any other specific interest for the audience. The leaders are chosen based on the perceived interest from the audience. In general the men journalists working at VA have been employed there for a long time and have therefore built up a network.

One of the journalists from VA explains the interviews as a fight between the journalist and the interviewed person, where both want to decide the direction of the interview. The journalist wants to have the questions in a broader perspective while the interviewed person wants to put forward the company. The journalists have control to decide what to include in the articles, therefore they have lot of power.

The journalists are careful when writing their articles and use verbatim quotations from the interviewed person. They try to write word by word of what the interviewed person actually said, but filling words as; “hm” and “so” can be removed, to make the text better written.
Deadlines exist, but the profile is a big section and has to be planned for in advance. In general, journalists working for journals that are published once a week have longer deadlines, which mean a higher possibility to a deeper knowledge about the subject. Something that is important for the background of the articles is that all the leaders are asked what they think about affirmative action; both men and women are asked this question.

4.2.5 Text structure
This section contains information based on our analysis of the articles.

Women
Text intention
When reviewing the articles with women we realized that they are structured in the same way with a description of the woman’s current position and how she got there. The main focus which is common for all of the articles is a description of the professional business life of the women. Usually her career from when she was in school to today’s position is described. In all the articles a lot of information about the women’s current positions is described, and current subject within the business world are discussed. One of the frequently discussed subjects in Sweden is whether or not Sweden should establish laws for affirmative actions in boards. This is a subject that has been discussed in all of the articles except for one, and all of the women are against it.

“With distinct skånsk dialect Carina Lundberg Markow is arguing against the male dominance and the greediness in the business world”.

This is the very first sentence in the article about Carina Lundberg Markow and shows that a focus in this article is to describe her business life in the male dominated business world. This is however not something unique. In almost all of the articles it is pointed out already in the introduction to the article that these women are successful businesswomen in a male dominated business world and that this subject is part of the focus in the article.

“For Lottie Svedenstedt it is enough to be one of few female board professionals in Sweden”.
From the article with Lottie Svedenstedt.

“The Norrbotten-Kuriren called her historical when she 1985 became the first woman leader within production on the steel company SSAB”
From the article with Elisabeth Nilsson.
The women are also described in the articles as powerful.

“The last 16-tines”
and
“She have had a lot of commitments and during more than a decade she has secured her position as a heavy weight in the Swedish business world”
From the article with Peggy Bruzelius.

“She is equipped to take over”
From the article with Lena Olving.

“Meet the board professional who is helping women to reach top positions”
From the article with Barbro Ehnbom.

“As an executive for Folksam she is participating in all the large shareholder meetings”
From the article with Carina Lundberg Markow.

“Elisabeth Nilsson is greeting us in her magnificent office, with the view over Kungsträdgården”

All the articles are a mix of quotes from the interviewed women and descriptions from the journalists. In the articles from VA the text is mainly composed by long quotes whereas it in DI W is mainly shorter quotes and more text from the journalist. All of the articles appear therefore to be trustworthy since the interviewed women are quoted. There is however always a risk that the journalist got something wrong. In the beginning of the article with Barbro Ehnbom the journalist express:

“Pretty soon it feels like she is interviewing me instead of the other way”

The information in all of the articles is virtual. The articles are professional and are focusing almost solely on the business life of the interviewed women. Sometimes the journalists make use of specific concepts, to describe the women in a way which cannot be considered a part of their business life.

“With distinct skånsk dialect Carina Lundberg Markow is arguing…”
and
“Those who hire her get a co-worker with colorful charisma and significant experience within finance”
From the article about Carina Lundberg Markow.

“We still have bank charter even though we are not using it, Elisabeth answers with her soft, norrbottniska dialect”
and
“Kalix-daughter”

From the article with Elisabeth Nilsson.

“She is warm and colorful and always has the capability to be seen”

From the article with Barbro Ehnbom.

Lena Olving got during her interview a question on how men and women’s characteristics are different. Reviewing the other articles makes it clear that she was not the only one to get questions like this, and even though the questions are not always published in the article, all of the texts contain information about this.

**Stylish dimensions**

The text in all of the articles can be perceived as dry since they to a great extent contain information about different companies and the business world. In a couple of articles it occur some quotes from women that can be seen as humoristic or ironic. All articles except for one are impersonal, and in four out of six articles the women’s private life is not mentioned at all in the text. The article about Carina Lundberg Markow is very personal and she is describing how her family is affected by cancer, and her concerns about it. She is explaining how involved she is in organizations as the Swedish cancer society. The journalist is making comments about her home and how her personality can be seen in her choice of colorful furniture’s. In the remaining articles the women’s family is not mentioned at all except for in the fact box, which is presented in connection to all the articles.

**Themes**

Similar themes can be found in all of the articles. As we have mentioned above all the articles main focus is the profession of the women and it describes what work they are performing as well as describing the organization they are working for. A great part of all the articles is also discussing the women’s previous careers and experiences. Another common theme is the male dominance in the business world which is described in all articles. The lack of women on top leading positions and the possibility for legislation about affirmative action in Sweden
is something that is discussed in all except for one article. All the women that are asked this question is against it, because they believe it would be an insult to women. Another theme that becomes clear is that the journalists in almost all articles are describing the leadership styles and characteristics of the interviewed women. In the article about Barbro Ehnbom a great part of the text is describing her big network of people around the world and in all of the articles from VA the network of the interviewed person is presented in a box in connection to the article. The articles written by DI W are more alive than the articles in VA. The selections of words are less business like in the articles in DI W.

Rhetoric
We could find expressions with emotional power in the headlines of some of the articles. To catch the audience journalists make use of different strategies. The headline with emotional power that we could find is:

“Rather being unruly then boring”
From the article about Carina Lundberg Markow.

Metaphors are commonly used in the headings for these articles. Barbro Ehnbom, Peggy Bruzelius, and Lottie Svedenstedt are all three called “board-professionals”. Peggy Bruzelius is in the header also called “the last 16-tines”. In the introduction to the article she is also called a “heavyweight”. Elisabeth Nilsson is called “iron-lady”. Carina Lundberg Markow is in the very last sentence in the article about her called “The amazon”.

Characteristics
Barbro Ehnbom is described as having these characteristics: inspirational, articulate, courageous, leadership ability, persuasive, risk-taker, self confident, engaged, motivated, intelligent, outgoing person, and responsible. Elisabeth Nilsson is described as being team builder, trustful, persuasive, resilient, self confident, willing to work, and well informed. Carina Lundberg Markow is described as being inspirational, articulate, courageous, resilient, unruly, engaged, well informed, and visionary. Lena Olving is described as being self confident, achievement oriented, decisive, resilient, strategic thinker, willing to work, engaged, intelligent, outgoing person, and responsible. Lottie Svedenstedt is described as having the following characteristics: Self confident, willing to work, learns from adversity, and well informed. Peggy Bruzelius is described as being achievement oriented, courageous,
industrious, leadership ability, self confident, willing to work, intelligent, political-astute, and well informed.

Men

Text intention

The six articles we have chosen that is interviews with men are somewhat more complex, then those with women. There is no common focus or structure of the articles with men. Two of the articles put focus on describing the organizations that the men work for and how successful the organizations are. In these two articles the business life of the men is also described, as well as their background and previous careers, but focus is on describing the success of the company. The articles about Mats Paulsson and Rodney Alfvén are completely different and the focus in these articles is rather on describing the persons behind the successful business men. Both these articles are very personal and more information about the men’s private life than about their positions and organizations are revealed. The last two articles, with Christian W. Jansson and Jan Scherman are in between these two other groups of articles. These articles put focus on describing the business men and the organizations they work for, but also contain information about their private life. In these two articles the background and previous career of the men are described as well as the development in their organization.

Common for all of these articles, with the exception for the article about Rodney Alfvén, is that the articles express how powerful and important the men are for the organizations they are working for.

“He ascertains where he is sitting on the top floor in his office building and observing the recession in Sweden”

This is a description of where Christian W. Jansson is making his business.

“It took ten years and cost 25 billion crowns, but now there are money left for the cell phone carrier Tre. Behind the success is Peder Ramel, the CEO that knows how to turn a crisis situation in to success”

and

“In a longer perspective it is however his careful and constant control of the costs that is the key to success”

This is from the introduction to the article about Peder Ramel.
“It has been ten years since Arne Karlsson, as the new CEO for Ratos, opened his black box. The Box became a success for the shareholders. Since then the value have increased with 1600%”

This is part of the introduction to the article about Arne Karlsson.

“He and his big brother started the initial activity of Peab, garbage disposal. He has gone from driving around the area’s garbage to become CEO for a company with a turnover of around 35 billion and over 14000 employees”

From the article with Mats Paulsson.

“No one believed in him, but reviewing the annual reports shows that he has delivered profits”

From the article with Jan Scherman.

The articles are a mix of descriptions by the journalists as well as quotes from the interviewed men, which makes the trustworthiness in the articles high. The men are described as being tough, but in different context. Three of the men; Mats, Rodney, and Christian have experienced personal tragedies within their families which they have made it through. In the article with Mats the focus is to describe the lost of his son, there is even a small picture of his deed son in the article. The other three articles, with Jan, Peder, and Arne are describing how they solved tough situations in their organizations. In some of the articles the journalists make use of specific concepts, to describe the men.

“...he says and gives the concept of defensive stock investment a big bearded face”

From the article with Christian W. Jansson.

**Stylish dimensions**

In most of the articles the text is very dry and consists mostly of numbers and strategies for the organizations. The language in the text can be considered dry since it to a great extent is business language that anticipates that the readers have some knowledge within the area. The level of personality in the text depends, but all articles except for one have some personal descriptions within the text. It can be about childhood, personal interests, family life or
personal tragedies. Two of the articles with Mats and Rodney are very personal and the focus is on the private life of the interviewed men.

**Themes**

There are a wide variety of themes in the articles with men since they have so many different focuses. The articles that are almost solely about the success of the organizations, involve a lot of information about the development and strategies for the organization, and how important the man has been for the success of the organization. The articles that can be considered to be more personal involve themes like family life, important happenings in life and that the men have emotions and feelings. In some of the articles a common theme is also a description of the men’s involvement in activities outside their normal business work. This can for example be charity work that is a big part of someone’s life.

**Rhetoric**

In these articles we found one headline that use emotional power to express the message.

> “I will have Stefan with me all the time”

From the article about Mats Paulsson.

Metaphors are commonly used in the headings for these articles. Christian W. Jansson is called “the merchant” and in the article it is said that “today he have put down his revolver in the holster”. Peder Ramel is called “profit machine” in many places in the article. Rodney Alfvén is called “maestro” in the headline.

**Characteristics**

**Rodney Alfvén** is described as being self confident, willing to work, industrious, and engaged. **Jan Scherman** is described with the characteristics inspirational, trustful, resilient, risk-taker, engaged, motivated, responsible, and well informed. **Mats Paulsson** is being described as trustful, leadership ability, willing to work, industrious, engaged, responsible, motivated, and politically-astute. **Christian W. Jansson** is described as being delegating, industrious, leadership ability, persuasive, risk-taker, self confident, well informed, engaged, and visionary. **Peder Ramel** is described as having the characteristics team builder, trustful, achievement oriented, decisive, industrious, resilient, risk-taker, self confidence, strategic thinker, well informed, intelligent, learns from adversity, motivated, and visionary. **Arne**
Karlsson is described with the characteristics of being *inspirational, trustful, industrious, resilient, risk-taker, responsible, and well informed.*

### 4.2.6 Social context

*This section contains information based on our analysis of the articles.*

The articles that we have reviewed are all involving topics which are current topics within the business world. Both of the journals we have reviewed have articles like this in every issue and it is therefore not something unique. The interviewed people are though varying every week, which in a way makes it unique. The interviews are covering topics concerning leaders, organizations, as well as current news within the business world. The articles involve descriptions about Swedish top leaders and their opinions about business. The journals we have chosen are only a small part of the supply of professional business journals and articles like this are something that most likely appears in most of them.
5. Analysis

In this section we will connect our empirical findings with our theoretical framework.

5.1 Text Analysis

We will start by analyzing our empirical finding based on the theories by Kanter (1977) and Wahl (2003). Then we will continue with a description of concepts and metaphors based on the media theory. Finally we will analyze the use of leadership characteristics in the articles.

5.1.1 Minority positions

Some of the research shows that women in leading positions will have different opportunities than men on the same positions. One explanation to this can be that most women on leading positions are in minorities due to the rigorous male dominance. (Kanter, 1977) All of the women in our study are holding positions in male dominated environments. No matter if the women are working as member of boards, chief executive officer, or executives, they are all in minority in their positions because there are so few women holding these top leading positions. This means that these women are all a part of so called skewed groups, according to Kanter (1977). The persons being in minority positions in skewed groups are called tokens and this is the situation for all of the women in our study (Kanter, 1977).

The fact that all of these women are in minority position is something that is really being emphasized in all of the articles we have reviewed. All of the articles about women are discussing the phenomenon about the male dominance in the business world. Most visible is it in the article about Lena where a great part of the article is about hers and other women’s situation. This topic cannot be found in any of the interviews with men. This gives the reader the understanding of the problem, but since it is not discussed in the articles with men it appears to be a problem only for women, and up to them to solve it. One way to solve the unequal gender division is thorough legislation about affirmative action. This is something that all the women except for one are asked about in the articles, but all the women are against it due to that it is an insult to the women. This question does not appear in any of the articles with men although a journalist working for VA tells us that they always ask this question no matter if the interviewed person is a woman or a man. Knowing this makes us wonder why the journalists from VA chose to remove this question from the articles with men. Maybe the men are very involved and concerned about this, but the journalists are choosing not to show
that in the article. For the reader this gives the image of that the men leaders are not concerned, and giving any thoughts about the unequal gender division.

Our study shows that in the articles with women the fact that these women are working in a male dominated business world is mentioned already in the introduction in most of the articles.

“With distinct skånsk dialect Carina Lundberg Markow is arguing against the male dominance and the greediness in the business world”

“For Lottie Svedenstedt it is enough to be one of few women board professionals in Sweden”.

These two quotes are from the introduction to the articles about Carina and Lottie, and shows clearly that these women are in token positions. According to Kanter (1977) being a minority in a group will lead to certain structural effects. These effects are visibility, contrast and assimilation. (Kanter, 1977)

Reviewing the articles with women we realized that most of the women were asked about women’s situation in the business world. To a great extent they were discussing women’s situation in general, and not only them as individuals. Conradsson and Rundquist (1997) describes that it is not unusual that women will get questions about how it feels to be a woman. It appears for the reader as if the journalist wants the women to generalize and not only talk about their own position. It seems that the women are talking for all women and generalizing their situation which is common when being in a minority position. This is part of what Kanter (1977) describes as the visibility effect, and being in a token position can lead to performance pressure. Whether these women feel performance pressure is hard to know, but all of the women are described as being extremely hard working, ambitious and competent. This can be signs of pressure of the women. Very little information about their private life are mentioned and this can mean that the women are mediated as being solely business persons and that working is the only thing that they are doing. The articles about men contained a greater variety of personal information, and it appears that it is not as important to describe men as only business persons, but they can also be private persons with families and hobbies.
One of the journalists from VA told us that interviews can be described as a fight between the journalist and the interviewed person, but that the journalist is always taking the final decisions of what to include in the articles. This makes it more difficult to know who is deciding the content of the article. According to Jacobson et al. (2004) media is fighting instant time-issues and using already set frames to save time and money. This could mean that all the people in the articles are asked the same kind of questions in each journal, so the information that actually end up in the articles are based on the choice from the journalists.

The assimilation strategy means that the token person will be perceived based on perceptions of a stereotype. (Kanter, 1977) According to theories from Jacobson et al. (2004) stereotypes associated with women that usually appear in media are the beauty slave, the household functionary and the love goddess. The six women that appeared in our articles are not described according to these stereotypes. This is however not something remarkable since the journals we have chosen are serious business journals. Most women that appear in media are in the age of 30 and in connection to beauty related situations, and this is what the stereotypes are based on. The tendencies for stereotypical descriptions that can be seen in the articles with women are rather towards masculine stereotypes. Jacobson et al. (2004) also describes masculine stereotypes in media, and the projector is a masculine stereotype that is usually pictured as being a successful businessman dressed in a suit. This is the stereotype which best describe all of these women.

The assimilation structure also involves that women can be given typical women roles when being in a token position. The most common roles are the mother, the seductress, the mascot and the iron lady. (Kanter, 1977) Elisabeth Nilsson is described as being an iron-lady in the header and in the introduction to the article. Since she was working within the steel industry the concept is primarily focused on her profession rather than her personality, but in the combination with the first picture this role description still becomes powerful. Since it is expressed in a headline with big letters it really draws attention. This is probably made purposely by the journalist to catch the audience interest.

Kanter (1977) express that tokens are not allowed to be individuals and show their own unique, non-stereotypical characteristics and this is how the mediated image of these women leaders looks like. This becomes even clearer when comparing the articles with the articles with men. The men are to a greater extent mediated as being individuals whereas the mediated
pictures are that women are in minorities and representing all women. All the articles about women are discussing the same topics, this might be due to that they are in a minority position and it is of public interest to see how the women perceive the situation. All of these women are sharing something; they are all in minority positions in a male dominated business world. This makes it interesting for the journalist to generalize the women’s situation in the business world since it is seen as a problem. There is no connection between the men, except that they hold top leading position, as there are for the women. Therefore the articles about men are focused in different subjects that can be interesting for the readers. Often in the articles with men, the men are describe as rescuers, where they have saved a situation in their organization or private life and they appear to be ambitious and competent.

The intention with the articles about women is not to lift out something specific that these women have been doing, but rather to describe their situation in a male dominated business world. The men on the other hand are being interviewed because of something he have done or a specific happening in their life. To us this gives the impression that the women are only being interviewed because the journals have to be diversified. According to one of the journalists in VA, the main idea of the profile section is to put forward people that have done something significant and might not have been observed for it before. This is not the case for the articles about women top leaders.

5.1.2 Strategies
Women in leading positions are sometimes taking on different strategies that will enable them to deal with being leaders in a male dominated world. Wahl (2003) is describing four possible strategies; the gender neutral strategy, the positive strategy, the surrounding world strategy and the relative approach strategy.

In all of the articles the women are being mediated in a way which will make the reader understand that this is professional businesswomen and that they are all competent leaders. Only in the article about Carina is her role as a wife and mother described. In the remaining five articles the women’s family or private life is not mentioned even once in the text. This is so even though five of the women have a husband and children, according to the fact boxes. Conradson and Rundquist (1997) express that interviews with persons holding top leading positions tend to focus on the business life of the person and that private life is usually left out. This becomes even clearer if the interviewed person is a man. Our study shows just the
opposite that almost all of the interviews with men are mentioning their private life. This leads to that the women will appear like gender neutral competent leaders, giving support to that femininity and leadership is not something that is connected. According to Conradson and Rundquist (1997) women and men holding top positions are usually described in the same way, but when women are not answering questions about their private life they appear masculine. In general this can be seen in the articles with women, and it is supported by the characteristics used to describe them (as we will describe in a later section). All the women are described with masculine characteristics.

Even though the women is mediated as being gender neutral individuals, the male dominance is discussed in some way in all of the articles with women. The surrounding world strategy means that the women is aware of the situation in the society and will understand the situation as it looks in their organizations. (Wahl, 2003) The aim is however for the women to be seen as both women and leaders and to get equal opportunities for women and men. All articles with women except for one involve the discussions about the lack of women holding top leading positions and affirmative action, which gives the picture that the women are well aware of the prevailing situation and that they want to be considered both women and leaders. This also comport with claiming a rightful place which is a strategy described by Sheppard (1989) where women will criticize the male dominance and claim equal opportunities for women and men. The other strategy described by Sheppard (1989) means that the women are both feminine and have masculine business characteristics which makes them to blend in to the organizations. The articles about women appear as if the women are claiming a rightful place, through talking about affirmative action and male dominance, but on the other hand it also appears as if they were blending in through the use of characteristics and conceptions. This is the image that the journalists give about these women, and if this is the reality we do not know.

Wahls’ (2003) study showed that the most common strategies undertaken by women were the positive strategy and the surrounding world strategy, both lifting out advantages with being a woman. As we have described, this is not the image that is being mediated today (2009-2010) about women on top leading position through this media. The positive strategy means that the women will lift out advantages with being a woman and this is not visible. (Kanter, 1977) Nowhere in the articles with women can we read about why women would be better leaders than men, or that these women have feminine characteristics which are important for the
organizations. The image is rather that the women are mediated as being masculine, and this will be even further supported by investigating the leadership characteristics, which we will present later in this chapter.

5.1.3 Use of concepts
During our study we noticed that there are specific concepts used in all of the articles. Some of the concepts are related to the person’s profession and some concepts are used to point out that the leader is a woman or a man. The articles with women are more objective and focusing only on a few themes while there is a greater variety in the articles with men. Themes that appear in most of the articles with women are their situations in the male dominate business world, as well as a description of their career and current position. There is more variety in the articles with men and the intention of the articles could be everything from a deep personal interview to a description of their organizations strategies.

“I will have Stefan with me all the time”

“... He has gone from driving around the area’s garbage to become CEO for a company with a turnover of around 35 billion and over 14000 employees”

“It has been ten years since Arne Karlsson, as the new CEO for Ratos, opened his black box. The Box became a success for the shareholders. Since then the value have increased with 1600%”

These quotas are typical example from the articles with men leaders, the articles often involves both emotions and business strategies. The two first quotas are from the same article, and show clearly a wide variety of themes in the article. The emotional feelings that are used in the articles with the men leaders give the readers an emotional understanding of the person. When emotional concepts are used in business articles the reader gets an image that the person in the article appreciate more in life than just business, the person’s power rises for the reader even more. The article with most emotions is about Mats, where he describes the lost of his son. The headline is very emotional and the intention of the article is to lift out Mats as a very emotional business person. This is being even enhanced by a small picture of his dead son. In the articles with women emotional feelings of this type cannot be found. When
emotions are used in the articles with women it is more about describing the women as being unruly and will show the women’s hard side.

Tendencies for using special descriptions of the women can be seen, which are contradicting to the rest of the articles. In some of the articles the journalists are using concepts which are without any relevance at all for the intention of the article. This can be seen in both the articles with women and men, but in different meanings.

“With distinct skånsk dialect Carina Lundberg Markow is arguing...”

“She is warm and colorfull, and always has the capability to be seen”

“... with her soft, norrbottniska dialect”

“Kalix-daughter”

If the women have a dialect it is commonly commented in the articles, this is contradicting to the professional business language in the article, and will disrupt the reader. Using this concept in the articles will make the leader appear as a little more human, but this is something that is not commonly used in the articles with men. According to Conradson and Rundquist (1997) it is not unusual that this happens, and that the women in a way are being diminished. This kind of concepts cannot be found in any of the articles with men, instead the articles with men often use some concepts to strengthen the man’s masculinity, which appears as an advantage in business world.

“...he says and gives the concept of defensive stock investment a big bearded face”

“Today he has put down his revolver in the holster”

That the leaders appear as being powerful is something that can be found in all of the articles no matter if the leader is a woman or a man.

“...during more than a decade she has secured her position as a heavy weight in the Swedish business world”
“As an executive for Folksam she is participating in all the large shareholder meetings”

“He is sitting on the top floor in his office building”

All of the interviewed persons appear to be very professional and serious and it gives the image of that what they are saying is very important and convincing for the reader. When the journalists combine the image of power with the concepts used above it gives a contradicting image of the women leaders, while the articles with men appear to be coherent.

According to the journalists that we interviewed it is always the journalists that decides what to include in the final article. It is also the journalist or the journal that decides who to interview, and they are choosing people that are interesting to the audience. The interviewed leaders are all important and successful people that are probably concerned about the image media is giving. Therefore it is safe to assume that these leaders will not let media portray them in any way. We believe that the mediated image of these leaders to a great extent is the choice of the leader themselves, but that the journalists make use of concepts which might affect that image.

5.1.4 Metaphors

Metaphors are commonly used both in the headings and in the articles. Women are usually called “board-professionals” which refer to that they are members of many boards and “heavyweight” which refer to that they are considered very powerful persons. Peggy is in the header called “the last 16-tines” this expression refer to a big moose and means that she is the last powerful person to be trusted as a member in different competing boards. Elisabeth is called “iron-lady” in many places in the article about her, but since she was working within the steel industry the metaphor is primarily focused on her profession rather than her personality. Carina is in the very last sentence in the article about her called “the amazon” which refers to that she is not afraid of challenges, and is being unruly. When we looked at synonyms for amazon, this word is also referred to a masculine woman. There is a common trend of metaphors and we see that the same metaphors are being used in more than one article with the women. All of the metaphors are in one or another way showing power and a few of the metaphors also indicates that it is a powerful woman, like amazon and iron-lady.
Metaphors are also commonly used in the headings and the articles about men leaders. These metaphors are primarily related to their profession. Christian is called “the merchant” which refers to his position as a CEO for a clothing company. Peder is called “profit machine” in many places in the article which explains how successful the company has been since he started, and also it indicates his importance for the company. Rodney is called “maestro” in the headline, which refers to that he managed to handle his stressful situation where he almost got burned out. It also refers to his musical interest.

There is a tendency that the metaphors used in the articles with women are used to describe them as powerful women, whereas the men are described with metaphors which are describing their profession or personal interest. This shows again that men are treated as individuals whereas the women are in minorities and representing all the women.

5.1.5 Leader characteristics

When we did our study of the articles we noticed that the journalists used specific characteristics to describe the interviewed person’s leadership characteristics. All the words can be found in the table that we explored in the theoretical framework. Some journalists use more characteristic words than others do, this could be due to the articles length and the main subject of the article. Below we are showing all the characteristics that the journalists have used in the articles. We will analyze the use of these characteristics and put them into relationship with the interviewed person’s gender, profession, age, the journalists, and if there is any differences between the journals. The tables below show the characteristics; the fields with bold letters are characteristics that are associated with femininity, the grey fields are characteristics that are associated with masculinity and the white fields are neutral characteristics. This is based on the masculinity-femininity scale by Bem (1974). First we will discuss these characteristics among gender and then we will look at differences and similarities of characteristics that have been used in the articles among women and men.
The women top leaders are in these articles mainly described with leader characteristics that are associated with masculinity. The most common characteristic to describe the women leaders is the word *self confident*. Only three of these women are in the articles described with feminine leader characteristics, this can be due to that there is only two feminine words in our list that is associated with femininity. The most common feminine word is *inspirational* and the most common neutral word of describing a women leader is *well informed*. The women in the first table are all interviewed by DI W, and the women in the second table are interviewed by VA.
Profession

The women holding a position as member of boards are Lottie, Peggy, and Barbro. These women are all described as being self confident and willing to work. There is a good balance between the masculine characteristics and the neutral characteristics that are used to describe their leadership styles. Barbro is the only one of these described with a feminine characteristic, and it is inspirational.

Elisabeth is the only one of these women holding a position as a chief executive officer, CEO. The characteristics that are used in the article to describe her leadership style are mainly masculine words, like resilient and self confident. She is also described with one female characteristic, team builder.

Both of the executives, Lena and Carina, are described with the characteristics; resilient and engaged. Compared with Carina, Lena’s leadership style is not described with feminine characteristics. This might be due to the intention of the article focusing on Lena as being the most powerful woman in the Swedish business world in 2010. The journalist is therefore mediating an image of Lena that she has to be seen as more masculine in order to fit in to this powerful role. This mediates the picture that a powerful person is someone having masculine characteristics.

There is no specific trend for how women with different professions are described, this can due to that these women mainly are described as being businesswomen and not specifically refer to them as being individuals.

Age

All of the women in the chosen articles are within the same age. The youngest woman is Carina who was 51 years old when the article was written, and the oldest is Barbro, who was over 60 years. This means that the distribution among age in our study of the women is not that big. Both of these women are described with characteristics from all three categories and there is no significant difference between them. If this is a coincidence or not we do not know but once again this appears as if the women were described as businesswomen in general and not as individuals. It also mediates the image to the reader that successful women top leaders in the Swedish private sector are in the age of 50 to 60, since these women are all the women top leaders that appeared in these articles during the time that we were looking at for our study.
Journalist

All articles with women are written by men journalists, except for one. This is the article with Barbro in DI W. Therefore it is hard to see if there is any difference in how women and men journalists are describing the women leaders. Barbro is the women described with the most characteristics, but that this is due to that the article is written by a woman journalist is something we can only speculate in.

Differences between the journals

In the articles written by VA all the women leaders are described with the masculine words Self confident, and willing to work. No feminine characteristics at all are used in the interviews with women in VA, whereas all three women in DI W are described with at least one feminine characteristic. There is no clear structure from use of characteristics in the articles about women published by DI W.

Men

<table>
<thead>
<tr>
<th></th>
<th>Rodney Alfvén</th>
<th>Jan Scherman</th>
<th>Mats Paulsson</th>
</tr>
</thead>
<tbody>
<tr>
<td>Self confident</td>
<td>Inspirational</td>
<td></td>
<td>Leadership ability</td>
</tr>
<tr>
<td>Willing to work</td>
<td>Risk-taker</td>
<td>Willing to work</td>
<td></td>
</tr>
<tr>
<td>Industrious</td>
<td>Resilient</td>
<td>Industrious</td>
<td></td>
</tr>
<tr>
<td>Engaged</td>
<td>Trustful</td>
<td>Engaged</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Engaged</td>
<td>Responsible</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Motivated</td>
<td>Motivated</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Responsible</td>
<td>Politically-astute</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Well informed</td>
<td>Trustful</td>
<td></td>
</tr>
</tbody>
</table>
In general the men leaders are just as the women leaders mainly described with characteristics associated with masculinity. The most common word to describe these men is *industrious*, and everyone except for Jan is described with that characteristic. Only three of the articles with men consist of feminine characteristics.

**Profession**
All of the interviewed men are holding positions as chief executive officers, CEO, except for Rodney who is a member of boards. Therefore it is hard to compare if there is any difference between professions. Rodney is described with characteristics that could all be found within the descriptions of the other men.

The most common characteristics used to describe a man holding a position as a CEO are; *risk-taker, industrious*, and *well informed*. *Risk-taker* and *industrious* are masculine characteristics, and *well informed* is neutral. All the CEO’s except from Mats are described as a *risk-takers*. The intention of the article with Mats is about the loss of his son, and the article is not focusing so much about the description of his company and position as CEO.

**Age**
The male leaders are between 44 to 66 years old. The youngest man, Rodney is only described with four characteristics in his article; *self confident, willing to work, industrious*
and *engaged* and all of these words except for *self confident* are words that are also used to describe the oldest man, Mats. Therefore our study shows that there is no significant difference in how men in different ages, between 44 to 66 years, are being mediated by this media.

**Journalist**

Three of the articles are written by men journalists and three articles are written by women journalists. All of the articles written by men journalists tend to have more characteristics than the articles written by women. The men journalists are describing the men leaders with more masculine characteristics, whereas the interviews written by women journalists have a better balance between masculine and neutral characteristics. Neither the men or women journalists are using many characteristics associated with femininity.

**Journal**

In VA the most common characteristics to describe men leaders are; *Industrious, risk-taker, well informed*. *Industrious* and *risk-taker* are masculine characteristics, while *well informed* is a neutral word. In DI the most common characteristic to describe a man leader is; *engaged* which is a neutral word.

**Women and men**

Our study shows that women and men are not described with the same characteristics. All the women are described by a majority of masculine characteristics, whereas this is the case for only four of the men. Two of the men are described with mostly neutral characteristics. The most common characteristics in the articles with women leaders are *self confident, willing to work, well informed* and *courageous*. These characteristics are only occurring in a few of the articles with men, except for *courageous*, which is not used at all to describe men. In the articles with men the most common characteristics are *industrious, risk-taker, well informed* and *engaged*. Three of the four most popular characteristics in the articles with women are masculine, whereas only two of the most popular characteristics in the articles with men fall into this category. The intention of the articles with women is to describe them as businesswomen and therefore it does not appear to be strange that women are described with most masculine characteristics. This is due to that leadership is mostly connected to masculinity according to Schein (2001) who express this as “think manager-think male”. In the article with men there are no common intentions and the articles are not only focusing on
them as businessmen. Therefore it is not a surprise that the most commonly used characteristics are of greater variety. An explanation can also be that the need to describe men with masculine characteristics is not so big since they are men. For the women to be described as leaders there is a greater need to use more masculine characteristics. This mediates the image that both women and men leaders have masculine leadership characteristics. We believe that it is possible to see a somewhat different meaning of the characteristics describing men and women. Self-confident, willing to work and courageous are the three most used masculine characteristics to describe women and it gives the image that the journalists are trying to prove to the readers that the women actually are capable of being leaders. Whereas the most used characteristics for men are industrious and risk-taker which gives the image that the men do not have to prove their capability of holding leading positions.

Profession
Since the distribution among the professions is so uneven between the genders we cannot see any specific relationships between profession and the use of characteristics. Neither among the women or the men we could finds a specific relation between this.

Age
Comparing the oldest person, 65 years old with the youngest person, 44 years old, does not show that there is any specific difference between ages. They are both men and described as being willing to work, industrious and engaged, which are all common characteristics for all of the men. Comparing all women and men leaders that are in their 50s is not showing that there should be any specific relationship for how leaders in the same age are being described. The age difference between the youngest woman and youngest man, 51 and 44 years is too big to be able to find any relationship. Comparing the oldest woman with the oldest man, 60+ and 66 years, shows that there does not tend to be any specific relationship. The age between the men are bigger than the age between the women, this appears as if women top leaders in general are older, and that it takes longer time for women to reach this position.

Journalist
Four articles are written by women journalists and eight are written by men journalists. The women journalists tend to use fewer characteristics than men journalists do to describe leaders. The women journalists have a better balance between masculine and neutral characteristics in their articles. Our study shows that women journalist does not use more
female characteristics than men journalist do to describe women leaders. If the women journalists are mediating a different image of women leaders, we cannot be sure about since all of the articles with women leaders were written by men journalists. Our study shows that the gender of the journalist does not have an impact on what characteristics are being used. That there is a majority of men journalists can be due to that there is more men working for the journals according to one of the journalists that we interviewed.

**Journal**

DI W tends to use more feminine characteristics then VA when describing leaders, but the distribution between masculine and neutral characteristics are about the same in the two journals. Both the journals have a good distribution when looking at the different professions of the interviewed leaders. The most common characteristic used in DI W to describe a leader is engaged. The most common characteristics to describe a leader in VA are self confident and industrious. That VA has more common characteristics to describe leaders can mean that the section with the profile of the week really is structured. The articles in DI W appear to be more alive, which for us appears as normal when knowing their target market.

**5.2 Picture Analysis**

*This is a picture analysis based on the descriptions of all of the pictures which can be found in appendix. We have included all of the pictures from all of the articles.*

**5.2.1 Women**

Edström (2002) means that pictures in connections to the articles will increase the differences between men and women on leading positions. Men are usually showed as being more powerful while women is mediated as being less harmful and having less power. The women in the articles tend to be photographed in environments which can be connected to their profession. The picture of Elisabeth in front of a construction area and a fence makes the connections to her position in the steel industry. She is standing with her legs apart and the arms crossed over her chest which is mediating that this woman has power and masculine characteristics. This is congruent with the characteristics used to describe her in the article. The picture on Elisabeth is however taken from underneath which will make viewers feel that they can look down on her which reduces her power. The fact that she is smiling is also reducing the masculinity in the picture and makes her appear less powerful. According to Edström (2002) there is a high expectation on women to smile when they are being
photographed, and our study shows that this is a commonly occurring phenomenon for these women.

There is no real consistency in how the women are being mediated through their pictures. On one picture they can look masculine through their body language, face expressions and the camera angle, but that picture can be followed by one with a smiling woman that is photographed from above. (Eriksson and Göthberg, 2004) The tendency is that the women on most of the pictures are mediated as not being very powerful. The pictures of Carina are mediating her in a way which is not consistent with the article. She is described as being a powerful, unruly business woman but the pictures are giving the impression that this is a confused, and not very self confident woman. The environment where the picture is being taken can either strengthen or lower the feeling that women are less harmful and having less power. (Edström, 2002) This is true for the pictures of Carina. She is photographed in her home, in front of a bookshelf and a coffee table which will take away the focus of her as a business woman. One of the pictures with Lottie shows her face hiding behind her thick dark hair. The headline to the article is saying that she is not very well known in the business world, so this picture is adopted for the headline. This picture looks a little sexist, and if a person would only look at the picture, it would be hard to guess that this is a picture in a business journal. This picture can also describe her as being the love goddess stereotype, and she is pictured like an object (Jacobson et al. 2004). The stereotypes of women in media are conducted based on where women are most seen in media. Even though women are most seen in beauty situations, the stereotypes can be found in the pictures in the articles that we have reviewed. We have not found any theory of typical stereotypes of women leaders in media, and this is not very strange because there are so few of them. This can be a reason for why the pictures of women are a little contradicting, there is no real standard of how to picture women. The picture of Lottie is not appropriate for a business journal.

We noticed that in general the women’s body language is masculine. Many of the women are showing a lot of self confidence through their pictures, both with their eyes focused into the camera and also by standing up straight (Ericsson and Göthlund, 2004). This can be connected to that the most common characteristic that was used to describe women leaders was self confident. However the level of masculinity in these pictures decreases when details as face expressions are somewhat feminine. This fits the overall contents in the articles, the overall impression of these articles is masculine, but details, for example some concepts are
feminine. Most of the women also appear as “the projector” which according to Jacobson et al. (2004) is a stereotype for men in media. This is congruent with their clothing and professions.

5.2.2 Men
The topics of the articles with men are somewhat different which are reflected through the pictures. Most of these pictures are taken in environments that can be connected to the men’s positions and organizations. All of the men appear to be powerful business men wearing suits and having their eyes focused in to the camera in most of the pictures. In the first picture of Peder, he is half lying on a purple sofa and is dressed in a black suit. He is focusing his eyes in to the camera and has his jaws clenched. This mediates that this man has power, according to Eriksson and Götlund (2004) and this can be found in many of the pictures with men. The angle of the picture is taken from underneath, which makes the picture more powerful as Peder can look down on the viewers. This picture shows that this man is self confident and has power. The stereotypes that can be found in the pictures to these articles are “the projector” and “the macho man”. In general all the men are wearing suit and tie, and giving the impression of being successful businessmen. The picture of Peder lying in the sofa mediates the image of that he also is “the macho man”.

In most of the pictures the men are photographed from underneath, something which is increasing the image of that they have power. (Eriksson and Göthlund, 2004) Arne appears to be very powerful in the picture where he is standing on a balcony, having Stockholm in the background, but still focusing his eyes in the camera and having a serious face expression.

The environments of the pictures reflect the context of the articles, for example the article with Mats discusses the lost of his son, which is reflected through the pictures with him. The environments in the two first pictures are harmonic, and give the context of the article a meaning. Mats body and face expression in the two first pictures mediates a feeling of loneliness. One of the pictures with Arne is showing him together with a black box, which refers to how he saved the company, and how powerful he is.

5.2.3 Women and men
Just as Edström (2002) says the women are being diminished through the pictures of them, while the men in general are mediated as being more powerful through the pictures. To a great extent the content of the article fits with the pictures, but there are exceptions. The big
difference as we see it is that in the pictures with the women there are small details, as a smile, a face expression, or a camera angle which will make the women appear as less harmful and powerful.
6. Conclusion

The aim of this thesis is to study how women and men holding positions as top leaders in Sweden are portrayed by print media.

Through reviewing articles about both women and men leaders holding top positions in Sweden, our intention was to describe the image of women and men being mediated through print media. Our study shows that the image of women and men holding top leading positions which is mediated is not identical. We have in this thesis showed that the mediated image of women and men through business journals are differing from each other regarding description, characteristics and the way they are being shown in pictures.

The image of women holding top leading positions that are mediated through these business journals is that they are all very professional, hard working and competent businesswomen. The women are usually described with the characteristics as being self confident and willing to work, both which is characteristics associated with masculinity. The image that is being mediated is that these women are only businesswomen and very little information about their private life is shown. The articles with women are all handling the same topics, for example description of the women’s career and her organization. Also it appears that all of the articles with women have the intention to generally describe women’s situation in the male dominated business world. For some of the articles this is even the main purpose with the interview.

Our study shows that there in the articles with men are a greater variety of the themes in the articles. Reviewing these articles shows that men are usually described as being broader profiles, where in addition to just describing their business life, their private life, and personal interests are usually being discussed. The articles with men have different intentions, and common topics do not exist to the same extent as for the articles with women. The intention with the articles about women is not to lift out something specific that these women have been doing, but rather to describe their situation in a male dominated business world. The men on the other hand are being interviewed because of something they have done or a specific happening in their life. The men are to a greater extent being mediated as individuals whereas the women are being mediated as representing all women.

Both men and women are described with leadership characteristics which can be connected to masculinity. The choice of characteristics used to describe women and men are however different. Men are described as being industrious and risk-taking whereas women to a greater
extent are described as being *self confident* and *willing to work*. The characteristics used to describe women leaders mediates that the women have self confident and are tough enough to be capable to hold positions as leaders. The women are described as being masculine and powerful in the articles, but the pictures used to the articles are usually mediating something else. In general the women are photographed in a way which will decrease her power and show that she is less harmful and taking the focus of the description of them as being powerful leaders.

There is a tendency for that the image of women, even though they are described as having masculine leadership characteristics, are being mediated as being diminished. This is done through the use of specific concepts in the articles and through the pictures where the women on a majority of the pictures are shown as less powerful.

Our study shows that the mediated image of women in media is not reflecting over if women are better leaders, and what advantages women leaders might have, but rather lifting out the women as being masculine and denying their femininity. This mediates the picture that a leader should be masculine. That leadership is connected to masculinity and that good leaders, both women and men, have mostly masculine characteristics are something that is supported by this thesis. As we have shown this does not mean that women and men top leaders are being mediated in media in the same, or in a neutral way.

### 6.1 Suggestions to further research

Researching this subject can be done in a variety of ways, and what we have shown is only a small part. An interesting aspect for future researchers could be to do a quantitative research in order to see if anything has happened since Maria Edström (2002) completed her investigation ten years ago. Another aspect is to see if the image mediated by media is true, and if women and men leaders really are different in the way that our study shows here. As the world is becoming more globalized it could also be interesting to see how this phenomenon looks like, and are being described on the global arena. This could be done through reviewing international media.
7. Bibliography


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Appendix A

Interview questions

The interviews that we made with the journalists of the articles have been performed in Swedish; we have however decided to translate the interview questions to English, since this thesis is written in English. The questions that we asked the journalists are:

1. How do you like working at DI/VA?

2. Who is the intended audience for DI W / VA?
   Is the intended audience the actual audience?

3. What is the intention with the longer interviews in DI W / the profile-article in VA?

4. How is the interviewed leaders chosen?

5. Is it hard to find women leaders to interview to these articles, or is it equally easy/hard to find women and men leaders?

6. How does the working process with the interviews look like?
   Is it planned long in advance?
   How much time does an interview usually take?
   Do you have short deadlines?
Appendix B
Veckans Affärer

VA nr 10, 2010-03-11
Headline: “She is equipped to take over”
Profile: Lena Olving
Age: 54
Number of pages: 5
Journalist: Man
Pictures: 4

2. 3. 4.

VA nr 6, 2010-02-11
Headline: “The last 16-tines”
Profile: Peggy Bruzelius
Age: 61
Position: Member of boards in Sweden
Number of pages: 6
Journalist: Man
Pictures: 4
Headline: “Board professional with glance on details”
Profile: Lottie Svedenstedt
Age: 52
Position: Member of the boards in Sweden
Number of pages: 5
Journalist: Man
Pictures: 3
VA nr 9, 2010-03-04

Headline: "The profit machine"
Profile: Peder Ramel
Age: 55
Position: CEO for HI3G.
Number of pages: 6
Journalist: Man
Pictures: 3

VA nr 16, 2010-04-22

Headline: "Karlssons black box"
Profile: Arne Karlsson
Age: 52
Positions: CEO for Ratos
Number of pages: 5
Journalist: Man
Pictures: 2
**VA nr 8, 2010-02-25**

Headline: "The Merchant"
Profile: Christian W. Jansson
Age: 61
Position: CEO for Kapphal and Member of boards
Number of pages: 6
Journalist: Man
Pictures: 3

**Dagens Industri**

**DI W nr 7, 2010-0226**

Headline: “Barbros best business”
Profile: Barbro Ehnbom
Age: 60 plus
Position: Member of boards
Number of pages: 3
Journalist: Women
Pictures: 3
Headline: “Sweden’s Iron Lady”
Profile: Elisabeth Nilsson
Age: 57
Position: CEO for Jernkontoret
Number of pages: 4
Journalist: Man
Pictures: 3
DI W nr 45, 2009-12-04

Headline: “Rather troublesome than boring”
Profile: Carina Lundberg Markow
Age: 51
Position: Executive for Folksam
Number of pages: 3
Journalist: Man
Pictures: 3

DI W nr 47, 2009-12-18

Headline: “I will have Stefan with me all the time”
Profile: Mats Paulsson
Age: 66 born in 1944
Position: CEO for Peab.
Numbers of pages: 4
Journalist: Women
Pictures: 3
Headline: “His own maestro”
Profile: Rodney Alfvén
Age: 44
Position: Member of boards
Number of pages: 6
Journalist: Women
Pictures: 3
1. This picture is only a small picture showing Barbro in the middle, surrounded with people and everyone is holding glasses in their hand. She is standing up straight and most of her upper body is visible. She is not concentrating on the camera, the picture is rather taken in a moment when she is talking to the people around her. She is wearing a brown dress and big jewelry. Her face expression looks like she is in the
middle of a conversation. The picture gives a fair image of Barbro since she in the article is described as being a very social person. The camera angle is taken from the same level.

2. The second picture is showing Barbros’s face and she is outdoors and everything is covered with snow. The background is very light which makes Barbro really visible. Her eyes are focused in the camera and her eyebrows are lifted. She is almost smiling. The picture is taken from above.

3. This picture is showing Barbros head and shoulders and she is in front of a picture with a lot of men. Her eyes are focused in to the camera and her face expression is serious. The picture is taken from above.

Elisabeth Nilsson

1. This is a picture covering two whole pages and Elisabeth is standing in front of a red brick wall outside. She is wearing a blue suit with a blue scarf with white dots on it. She is holding her arms crossed over her chest, looking in to the camera and smiling. The picture is taken on the same level.

2. This picture covers almost a whole page and Elisabeth is standing outside some kind of construction area, in front of a fence. This can be connected to her work in the steel industry. She is wearing the same cloths as on the first picture. This is a full length picture, and she is standing with her legs wide apart and her arms crossed over her chest again. She is looking in to the camera and she is smiling. The picture is taken somewhat from above.

3. This picture is only a very small picture of Elisabeth’s head. The picture is taken from above and she is smiling and looking in to the camera.

Carina Lundberg Markow

1. This is a confusing picture covering almost two full pages. Carina is in the background of the picture and there is some kind of red, strange light in front of her, close to the camera. What can be seen of Carina is only her head and part of her upper body. She looks very serious, not looking in to the camera and holding one of her hands in her hair, behind her neck. The picture is taken from above.
2. This picture is only a very small picture of her face. She is smiling and looking besides the camera. The picture is taken on the same level as her.

3. This picture is taken in Carina’s home and she is sitting by a table set with coffee mugs. She is wearing a green shirt and she is holding both of her arms out of her body. Her face expression is serious and almost a little sad. The picture is taken somewhat from above and there is a sculpture in the front of the picture.

**Women in VA**

*Lena Olving*

1. This picture is a full-length portrait of Lena, when she is walking through smoke. She is holding a military helmet in her hands and is wearing a black suite with a red scarf. Her eyes are focused in the camera, her face expression is neutral. Her feet are covered by smoke and she is holding her arms out from her body. The picture is taken somewhat from underneath. The background is light which make the full-length portrait of Lena more visible. The whole picture reflects the industry she is working in, Saab defense group. This is a full page picture.

2. This picture is a full page picture, only the upper part of her body is visible. She is wearing the same clothes as in the first picture, the background is completely black, her face and the red scarf is what really stands out from the picture. She has eye contact with the camera and her face expression is neutral. There is a helmet placed in front of her in the picture, and she is holding her hands together. The picture is taken at the same level as she is.

3. The picture shows only the face of Lena, and is taken from above. The background is white and goes together with the white shirt she is wearing. Her face expression is neutral and her eyes are focused in the camera. The size of the picture is a quarter of a page.

4. This picture is showing her upper body and she is holding her hand in the side. She is wearing the same clothes with the red scarf as before. Her face expression and her eyes are exactly as the earlier pictures, neutral and her eyes focused in the camera. The background is light, and the picture is taken from the same level as her.
1. This is a full page picture that shows her full-length body. The picture is taken from outside her office in Stockholm, where high buildings are shown. She is leaned against a fence with her hands put together. The background is dark but the ground it is filled of snow. She is wearing a dark winter coat and black gloves. Her eyes are not focused into the camera. Her mouth is somewhat open and her feet cross each other. The picture is taken from the same level as she is standing.

2. This picture is a face picture of Peggy, it is a full page picture taken from the same level as she is. She is wearing a light suite, the background is white. Here eyes are focused in the camera and she is smiling.

3. This picture of Peggy is a full page picture where she is sitting in front of her desk and reading a financial newspaper at the same time she is looking at the computer. The picture is in black and white. There is a briefcase under her desk and a filled basket with papers. On the desk there are books and pads. Neutral picture is hanging on the walls. The picture is taken from the same level as she is sitting and her mouth is somewhat opened.

4. This picture of Peggy shows her upper body and cover a half page, the picture is in black and white, where the background is light which makes her more visible. She is wearing the same suite as earlier. Her eyes are looking into the camera and her face expression is neutral. Her hands are kept on her stomach and the picture is taken from the same level as she is.

Lottie Svedenstedt

1. This picture covers two pages, and her head is covering the whole picture. The viewer can only see half of her face, since the other half is covered by her dark hair. Her eye is looking into the camera and it seems to be a small smile on her lips. The picture is taken from the same level as she is.

2. This picture almost cover a whole page and shows Lottie’s upper body. She is wearing a sweater and the background is light which make her visible. One of her hand is put in the side of her body and the other hand is holding her glasses. Her eyes are focused
in the camera and her face expression is happy because of her big smile. The picture is taken from the same level as she is.

3. This picture is a small picture placed in the upper corner of the page and shows her head. Precisely as the first picture the hair is cover half of the face on the picture. She is wearing glasses and her eyes are focused into the camera. She clenches her jaw and the picture is taken from the same level as she is.

**Men in DI**

*Mats Paulsson*

1. This is a full-length portrait picture that covers two pages. The background picture is of the sea and he is standing up straight with his hands into his body. He is wearing black clothes and a coloured scarf. He is looking in the camera, and has his shoulders up which makes it seems to be cold. The picture is taken from the same level as he is.

2. This picture covers a half page and is taken from behind. The picture is taken outside and the background is showing a road and forest. This is a profile picture of Mats where his face expression is neutral. He is wearing the same black outfit as on the first picture. The picture is taken from the same level as he is.

3. This picture is covering half of a page, and shows his upper body. There is a woman in the picture standing behind a desk while Mats is taking her hand and express something with his hands that make this woman to laugh. There is a coffee cup on the table and the background is showing a corridor. He is wearing a blue suit and his eyes are not looking in to the camera. The picture is taken from above.

*Jan Scherman*

1. This picture is a two page picture showing Jan’s upper body. He is standing outside holding a blue umbrella. The picture is taken from above, his head is bended and he is looking down. He is wearing a brown suit, a coloured scarf and glasses.

2. This picture is also taken from outside in the nature. It looks like it is autumn since the leaf from the trees are falling down. Jan is standing in profile and looking up at the tree, it almost looks like he is trying to catch something with his hands. The picture is
a full-length portrait that covers half of a page. He wears the same clothes as the first picture and his face expression is neutral. The picture is taken from above.

3. This picture is taken from an environment that could be his home. He is in front of a computer and there is a lot of books in the background. The picture covers half of a page and is taken from the same level as he is. He is wearing black clothes and glasses and his face expression looks concentrated.

Rodney Alfvén

1. This picture covers two pages and is taken from under the environment. Rodney is sitting and playing piano, on the piano there is a candle and a crucifix. He is wearing a blue sweater and looking down concentrated on the piano. He is clenching his jaw.

2. This picture is taken from outside and shows his upper body. He is wearing the same sweater as the first picture and now he has the cap on his head. He is looking into the camera with a big smile and the picture is taken from the same level as him. The picture covers a half page.

3. This picture covers a half page and it seems as he is standing in a church. The picture shows Rodney’s upper body and is taken from under. He is not looking into the camera. He is wearing a white shirt and is clenching his jaws.

Men in VA

Peder Ramel

1. This picture is covering two full pages and is showing Peder Ramel half lying on a purple sofa. He is dressed in a black suit with a light blue shirt, and is wearing a yellow and black striped tie. He is focusing into the camera and his face expression is serious. The background in the picture has a somewhat lighter purple color than the sofa. On the floor in front of the sofa there are many cell phones lying and it looks like they have just been thrown out randomly. The picture is taken somewhat from underneath.

2. On this picture only parts of his upper body is shown and the picture is black and white. He is holding a cell phone covering parts of his face, but the parts he is
covering is visible on the screen. His eyes are focused into the camera and he is
smiling, giving a friendly impression. The picture is taken on the same level as him
and the picture is covering half of a page.

3. This picture shows Peder sitting on a chair and only his upper body is visible and his
hands are hidden behind his leg. This picture is also black and white and on the wall
behind him there is a picture of men wearing cowboy hats. Peder is only taking up a
small part of the picture and he is not looking in to the camera, but rather having his
face towards his left side. His face expression is neutral.

Arne Karlsson

1. This picture is covering a full page and the picture is taken from the side and Arne is
sitting on a stool in front of a desk. He is holding his hands together. He is wearing a
black suit with a white shirt, a red tie and shiny shoes. The environment appears to be
old fashion with a big desk and a big picture in a big gold frame hanging over the
desk. Arne is focusing his eyes into the camera and his face expression is serious. On
the desk there is a black box with red letters saying “the black box”. The picture is
taken somewhat from underneath.

2. This picture is covering almost half of a page and is taken outdoors. Arne is standing
on a balcony holding his hand on the balcony rail, and it is a full length portrait of
him. He is wearing the same cloth as on the previous picture. The picture is taken on
the same level and on a bit of a distance from him.

Christian W. Jansson

1. This is a full length picture of Christian where he is standing with his legs wide apart.
He is standing on a catwalk, something that is really connecting the picture with the
industry he is working in, cloths manufacturing. He is wearing a light-color jacket and
dark pants. He has a red scarf around his neck. He is standing with his hands in his
pockets and his eyes are focused in to the camera. His face expression is very serious,
and almost angry and the camera angle is somewhat from underneath.

2. This picture is taken inside one of his cloth stores and Christian is standing on a box,
and is to the viewer supposed to appear like a mannequin. The picture is almost
covering a whole page. He is wearing a coat, a scarf and a hat and he is holding his
hands in his pockets. His face expression is serious and he is not looking into the camera. The picture is taken from underneath.

3. On this picture Christian is standing in front of a big poster with a laughing woman on it. Christian is looking up at the woman and he is laughing. He is wearing a black coat and a colorful scarf.