

Abstract**Directors task - Results and experiences in an ongoing project**

Marie Åberg , Mattias Åteg, Lena Wilhelmsson

This presentation is part of a conceptual framework of an ongoing research project, called *Regisserad kompetensutveckling*, focusing leadership aiming at enabling generative qualities in the workplace, where increased competence in work groups can be created if the manager creates opportunities for communication and cooperation. The project focuses competences needed in order for first line managers to pursue a leadership practice, for the moment called generative leadership. Work organizations where employees are required to autonomously and in work groups make decisions, take responsibilities and interact in multiple directions, raises demands on managers to have competence to organize for integrated autonomy, communication and border crossing, and to enhance group creativity and work attractiveness. These competencies identified so far include being able to *enable group interaction, foster dialogue competence, enable utilization of language ambiguities, encourage transparency, and organize for job embeddedness*. However, the competences for generative leadership will be further explored and elaborated, in collaboration with participating organizations, during the course of the research project.

The identified competencies are the foundation for several questionnaires and workshops. During springtime, employees in 14 organizations with 30 managers have answered four questionnaires and participated in a workshop which was observed and filmed. Questionnaires about dialogue competence, integrated autonomy and external relations have been developed and used. Also an existing questionnaire about attractive work where used. This year the managers will participate in 8 workshops where the identified competencies needed, theories about the competencies and the results from the measurements are presented. After the workshops, the measurements will be done once again in order for the researchers to be able to identify changes in the employees perceptions of dialogue competence, integrated autonomy, external relations and work attractiveness.

One of the director's/the generative leader's tasks is proposed to be to foster dialogue competence. A theory by (Wilhemson 1998) explains that dialogical quality in group communication arise when all the members of a group have acquired dialogue competence; being capable of talking, listening and critically reflecting at the same time. Dialogue competence brings two qualities to the communication; an integrating quality and a differentiating quality. A questionnaire has been made from this theory and results from about 300 employees have been analyzed. We are just about to analyze the results and we will present a few glimpse, for example:

- Two examples of diagram
- To think higher of oneself than of the group
- What is the ideal?