

Diversity in NRK and Schibsted

A case analysis of recruitment strategy, implementation, and leadership regarding diversity.

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Abstract

This master thesis analyses to what extent Norway's largest public and private sector media groups, NRK and Schibsted, recruit, manage and implement policies regarding diversity. Theoretically, this master thesis has operated with the *AMEC framework*, the *public vs private sphere model*, organisational communication, and *transformational leadership* theory. A *qualitative content analysis* of publicly published sources between 2017-2022 was used to collect data and material. *Qualitative interviews* with NRK and Schibsted's management from 2017 and 2021 are also included. The main findings show that the two organisations have made significant changes with different approaches to diversity, organisational communication, and leadership. The organisations have different responsibilities and expectations due to their positions as public and private media organisations. NRK primarily focuses on diversity in content and organisation and defines diversity differently from Schibsted. NRK's definition of diversity attempts to represent the Norwegian population, including the Sami population, *Norwegian Nynorsk*-users, disabled, and multicultural groups in society. Schibsted, on the other hand, had a significant change over a short period regarding the gender balance in their organisation and management, as well as being more transparent, focused, and outspoken about leadership and a diverse workforce.

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PREFACE

I have always been interested in the media's power of influence and opinion in society. In a democratic society like Norway, the media industry, as the *Fourth Estate*, has a social responsibility to reflect the population and ensure that all groups are heard and represented. This was the motivation why I applied as Vaagan's research assistant for his project in the spring term of 2021. This role and Vaagan's master course in *Strategic Leadership in Organisational Communication* opened my eyes to the significant opportunities and challenges of diversity in the media industry in Norway. For example, if the workforce does not reflect the Norwegian population, how can the media create content with sufficient representation? I realised how much the media industry has drastically changed in just a couple of years during my research. For example, questioning representation, women in leadership, or diversity recruitment are no longer normalised. *MeToo* and *Black Lives Matter* are important movements and central factors and reactions influencing society regarding diversity in recent years. This is also crucial for me and others of my generation who will soon enter the media industry workforce ourselves.

I chose to write this thesis in English, although it is not my mother tongue. My research about diversity and inclusion should be accessible in an international language and not exclude non-Norwegian speakers in Norway. This thesis is interdisciplinary, focusing on the two cases' organisational behaviour regarding diversity. Perspectives and theoretical frameworks from *media development*, *media research disciplines*, and *strategic leadership in organisational communication* are included. The learning outcomes of this thesis have involved insight into the media organisations' evolvement, strategies, and processes regarding diversity that influence the development of the media and communication industry and how it affects society.

CHAPTER 1: INTRODUCTION

This chapter will first introduce this master thesis before introducing the background of the thesis. Then, an introduction of the choice of methodology, material, and theoretical framework will follow and an introduction and discussion of the term diversity and related terms for this context. Before describing the research questions and delimitations, the cases analysed in this master thesis, *NRK (Norwegian Broadcaster Corporation)* and *Schibsted Media Group*, are introduced.

1.1. THESIS INTRODUCTION

This thesis is a case analysis of NRK and Schibsted's recruitment strategy, implementation, and leadership regarding diversity. NRK and Schibsted both have similar and different responsibilities and expectations as public and private media organisations. Thus, the organisations' definitions of *diversity* are central in this research context, which indicates their view and value of a diverse workforce. Recruiting and maintaining a diverse workforce is crucial in contemporary organisations in the media industry. For example, innovation and representation are especially central for media organisations to produce relevant content in an industry characterised by severe competition. Accordingly, as the *Fourth Estate* or *fourth power*, the media industry has a social responsibility to reflect the population and ensure that all groups in society are heard and represented. Consequently, in the data collected for this thesis, both NRK and Schibsted expressed a need for more diversity and *multicultural competence* in their management and leaders. Ensuring that the organisation's diverse workforce reaches its full potential regarding innovation and efficiency lies with the management. Diversity is about being invited to the party, while inclusion is about being invited to dance.

From 1. January 2020, an updated version of the *activity duty* and the *duty to issue a statement* applied to all Norwegian public and private organisations and enterprises, initiated by *The Equality and Anti-Discrimination Ombud* (Likestilings- og diskrimineringsombudet, 2022). The duty involves that all employers, regardless of size, have a duty to work actively, purposefully, and systematically to promote equality and prevent discrimination in the workplace. Paragraph §26 in the *Equality and Discrimination Act* includes *The general duty of activity*, which requires the employer to identify and implement activities regarding gender equality challenges in their organisation before further conflict develops (Lovdata, 2018). The areas of discrimination the employer is responsible for in 2022 are gender, disability, sexual orientation, gender identity, gender expression, religion and belief, ethnicity, pregnancy, and leave in connection with childbirth or adoption and care responsibilities. Also, employers must act to prevent gender-based violence, harassment and sexual harassment, and compound discrimination. The employer must work to prevent discrimination and promote equality

in recruitment, pay and working conditions, promotions, employee development opportunities, the duty to accommodate, and the opportunity to combine work with family life.

Norwegian media are simple and majority influenced, according to Thomas André Syvertsen, *Head of Communications* at the *Oslo Red Cross* and Jon Martin Larsen, *Associate Professor of Journalism* at *Høgskolen Kristiania* (English: *Kristiania University college*) (Syvertsen & Larsen, 2020). Syvertsen & Larsen empathise that it is unacceptable that such an important social actor has a large part of the population in a journalistic blind spot. They based their critique mainly on *Retriever's* then-newly published research, done on behalf of *IMDI* (*Integrerings- og mangfoldsdirektoratet*, English: *Directorate for Integration and Diversity*). The report showed that immigrants are sources in only 3 per cent of the news articles in Norwegian media (Retriever, 2020, s. 11). In 2017, people with an immigrant background were mentioned in only two per cent of all media reports (Retriever, 2017, p. 4). The representation of immigrants in the media has stayed relatively the same since 2009. However, the proportion of immigrants in the Norwegian population is increasing. Thus, immigrants are increasingly underrepresented in the Norwegian news media. According to NRK-journalist David Vojislav Krekling, preventing discrimination is also about allowing minorities to participate and gain access to all parts of society (Krekling, 2020). The Norwegian media industry should take a good look in the mirror regarding the participation and representation of both minorities and gender, according to Krekling.

The media sector holds great power of influence, opinion, and invisible power structures (Skrede, 2005, p. 28). The media's discourse is influenced by the underlying social structures and, to a large extent, those who are part of the media industry's workforce (Ytreberg, 2015, p. 123). Therefore, if the media industry's workforce does not represent Norwegian society, how can the media then create content with sufficient representation? For instance, Krekling counted that only 8 of the 740 Norwegian Editors' Association members had an immigrant background in April 2019. In other words, less than 1 per cent have an immigrant background. According to Krekling, the *Norwegian Editors' Association's* members are at the top of the media industry, deciding what is on the agenda in society, which topics to prioritise, and what is essential or not. Nevertheless, a diverse workforce in the media industry is often pointed out as essential. However, the Norwegian media industry has been criticised for not implementing specific strategies for recruiting and ensuring more diversity. For instance, in 2020, the *Norsk Journalistlag* (*NJ*) (English: *The Norwegian Union of Journalists*) supports that diversity is important for journalism, but they do not have any specific measures regarding this, according to the association leader Hege Iren Frantzen (Lindebø & Fauconnier, 2020). According to Syvertsen & Larsen, diversity means ensuring a representation that reflects the

population. Thus, including people with varied backgrounds and competencies in the big decisions. However, this does not mean women covering so-called "women's issues" or Sámi people covering "Sámi issues".

1.2. THESIS BACKGROUND

The work and research done in this master thesis are based on my role as a research assistant for Robert W. Vaagan during the spring semester of 2021. Owing to this, I gained insight into Schibsted and NRK's strategies regarding diversity by participating in interviews with the organisations' management. This research aimed to update Vaagan & Moerlie's article *Diversity and media in the Netherlands and Norway* (2019). Accordingly, Vaagan and research assistants Margret Stray-Pedersen and Maylin Skjærmoen Kristiansen interviewed the organisations' management in 2017 on similar topics as in 2021. Therefore, the two sets of interviews can give insight into how the organisations' strategies regarding diversity have evolved from 2017 to 2021. Therefore, in the master course *Strategic Leadership in Organizational Communication*, I analysed this transformation with Schibsted as the case. In this exam paper, I researched to what extent has Schibsted's recruitment policy regarding diversity evolved from 2017 to 2021. This exam paper became the article *Schibsted and Diversity* (Mosaker, 2022) published in the e-book *Innovative Teaching Methods* (Pokrzycka & Vaagan, 2022). Mainly, the paper used the *AMEC framework* to analyse Schibsted's transition, using the interviews and annual reports from 2017 and 2021 (Mosaker, 2022). Therefore, this master thesis will include the analysis of Schibsted, in addition to an identical analysis of NRK.

1.3. THEORETICAL FRAMEWORK, DIVERSITY, AND RELATED TERMS

The third chapter of this thesis, *theory*, will mainly be based on theories and approaches to leadership and organisational communication regarding a diverse workforce. Diversity can be viewed very differently in theory and practice. Therefore, before introducing and analysing the cases in this thesis, it is essential to clarify diversity and related terms in this research context. The thesis' theoretical framework includes scholars mainly from Miller's (2015) *Organisational Communication* and Northouse's (2019) *Leadership*. Therefore, this section will introduce both Miller and Northouse's views and use of relevant terms.

Regarding organisational communication, there are several approaches to organisational diversity. *Table 1.1* in this section gives an overview of several of Miller's approaches. For instance, Miller's *Human Resources approach* is especially central in this thesis (2015, pp. 37-59) Thus, the approach's consideration of diversity is most relevant. Also, the *Human Resources approach* will be further

elaborated on in the *literature review* (Chapter 2). An overview of the other approaches gives insight into how the term can be viewed and emphasised differently.

Approach	How diversity would be considered
<i>Classical</i>	Diversity would be discouraged. Diversity would limit the homogeneity of the workforce and hence be distracting or detrimental to morale.
<i>Human Relations</i>	Diversity would be neither encouraged nor discouraged. Instead, the emphasis would be placed on meeting the needs of women, minorities, and co-cultural groups.
<i>Human Resources</i>	Diversity would be encouraged. Increased creativity and new ideas would increase the organisation's competitive advantage. Emphasis would be placed on maximising the contribution of all employees.
<i>Systems</i>	Diversity would be seen as one avenue for the organisation to adapt effectively to a turbulent global environment. Integration of women and minorities into formal and informal networks would be emphasised.
<i>Cultural</i>	Diverse organisations would be seen as essential sites where organisational culture intersects with national and ethnic culture and various co-cultural groups' values.
<i>Constitutive</i>	Emphasis would be placed on the processes through which the intersections of various value systems are negotiated through ongoing interaction.
<i>Critical</i>	Diverse Organisations would be seen as an arena in which subjugated groups must deal with the dominant class. Emphasis would be placed on perpetuating, or emancipation from, hegemonic relationships.
<i>Feminist</i>	Scholarly and activist attention would be given to the ongoing challenges women and other co-cultural groups face in diverse organisations, such as harassment and home-work balance.

Table 1.1: Modified from Miller's "Approaches to organisational diversity" (Miller, 2015, p. 231, table 12.3).

Miller also emphasises women and minorities in today's organisations when discussing *organisational diversity processes* (2015, p. 217). For example, the concept of the *glass ceiling* is explained by Morrison and Von Glinow (1990) as "[...] a barrier so subtle that it is transparent, yet so strong that it prevents women and minorities from moving up in the management hierarchy." According to Northouse, *diversity* can be defined as different cultures or ethnicities within a group or organisation (2019, p. 434). *Culture*, in this context, can be explained as learned beliefs, values, rules, norms, symbols, and traditions that are common to a group of people who share qualities, a way of life, customs, and scripts that makes them unique. *Multicultural* is defined by Northouse as an approach or system which takes more than one culture into account. This also refers to *subcultures* defined by race, gender, ethnicity, sexual orientation, or age.

Is it *diversity* only when something is visibly different? This question was asked by one of *Aftenposten's* commentators Frank Rossavik (2021). Rossavik encourages us to be more critical of how we view and define diversity and to demonise the norm group of white heterosexual males. After all, a diverse and inclusive organisation should focus on collaborating on different skills and perspectives. It should, however, not be focused on counting diversity which, against its purpose, highlights differences rather than competence. Allen (2000) summarises three aspects defining the experiences of women and minorities in today's organisation. The aspects involve (1) *a relatively greater difficulty in getting jobs*, (2) *widespread pay inequity*, and (3) *challenges with representation in particular sectors and upper levels of the organisational hierarchy*. Women and people of colour (POC) also tend to feel marginalised and forced to take the role of *the outsider within* (Miller , 2015, p. 219). Diversity in the workplace also accounts for other groups that, in some ways, are different from the norm (Miller , 2015, p. 221). These groups can be characterised by, for instance, ethnicity, gender, age, disability, culture, or sexual orientation. The *norm* is argued by Miller to be *white men* in this context. Orbe (1998) referred to these groups as *co-cultural groups*, which move beyond issues of ethnicity and gender. The responsibility to recruit a more diverse workforce and evolve a more inclusive work environment will always lie with the organisation's management. Northouse gives an overview of leadership theories relevant to organisations that wish to fully embrace their diverse workforce's potential. For example, *transformational leadership*, *adaptive leadership*, and *authentic leadership* are modern approaches to more effective diverse organisations. The approaches are further elaborated on in this thesis's literature review and theory chapter.

1.4. THE CASES

The two cases chosen for this master thesis are the state-owned broadcaster NRK (Norwegian: *Norsk Riksrkrinkasting*, English: *Norwegian Broadcasting Corporation*) and Schibsted, Norway's largest privately-owned media house. In 2020, the two organisations were among the top five largest media groups by turnover in Norway. See *Table 1.2* in this section for more details. Therefore, analysing both media groups regarding diversity can give great insight into how the media in Norway deals with these topics and the following challenges. Also, using NRK and Schibsted as cases gives insight into one media group from the public sector and one from the private, which can be quite different in Norway. The two can differ in everything from strategies, definition, leadership, demands from their audiences (*the public* or *consumers*), and more.

<i>The group</i>	Owners per 31.12.20	Selected Norwegian media companies or brand name	Turnover Norway (NOK million)	Turnover in total (NOK million)	Share Norway (per cent)
Egmont Fonden (Denmark)	Self-owned foundation	TV: TV 2. Weekly press: <i>Egmont Publishing (Hjemmet, Norsk Ukeblad, Vi Menn, Bonytt, Rom 123, Donald Duck etc.)</i> . Film/cinema: <i>Nordisk Film (cinema chain, production, and distribution), Filmweb.no, Maipo Film (50%)</i> . Book: <i>Cappelen Damm (50%)</i> . Web: <i>Klikk.no, Blogg.no, Side2.no</i>	7 886	16 503	48
TV 2 Gruppen	<i>Egmont Fonden (Denmark)</i>	TV: TV 2, TV 2 Zebra, TV 2 Nyhetskanalen, TV 2 Livsstil, Sport 1 og 2, TV 2 Play, Vimond, Screen Story (90%), RiksTV (50%). Web: TV2.no	4 972	4 972	100
Schibsted	<i>Blommenholm Industrier (Stiftelsen Tinius) (26%), Folketrygd-fondet (8%), State Street Bank and Trust Comp (3%)</i>	Newspaper: <i>VG, Aftenposten, Aftenposten Jr, Bergens Tidende, Stavanger Aftenblad</i> , (4 local newspapers), <i>Polaris Media (29%)</i> . Web: <i>E24, Finn.no (90%)</i>	7 663	12 908	59
NRK	The Norwegian state	TV: <i>NRK1, NRK2, NRK3/Super, NRK TV (nett), RiksTV (50%)</i> . Radio: <i>P1, P2, P3, mp3, Alltid Nyheter, P1+ etc.</i> Web: <i>NRK.no</i>	5 893	5 893	100
Amedia	<i>Amedia stiftelsen</i>	Newspaper: 80 local subscription newspapers (<i>Drammens Tidende, Romerikes Blad, Tønsbergs Blad, Bergensavisen, Nordlys etc.</i>), of which 7 are pure online newspapers. Nationwide online newspapers: <i>Nettavisen</i> .	3 404	3 643	93

Table 1.2: Modified from Medianorge's data of the largest media group by turnover in Norway 2020, limited to the top five media groups (Medienorge, 2020).

1.4.1. Schibsted Media Group

Since Schibsted's establishment in 1839, the organisation has become one of the largest media houses in Scandinavia (Schibsted, 2022a). Schibsted is the largest privately-owned media house in Norway, where 47 per cent were Norwegian owned in 2019 (Moerlie & Vaagan, 2019, p. 161). The largest individual owner in Schibsted is *Blommenholm Industrier* (Medienorge, 2021), which in turn is owned by the *Tinius Foundation* (Schibsted, 2022b; Schibsted, 2017). In 2016, operating revenues amounted to 15.8 billion NOK, of which 6.7 billion NOK were generated by online classified advertising. In 2017, the organisation was an international media group with 6,900 employees in 33 countries, with about 200 million customers globally. Three main sections in the media company are *Nordic marketplaces*, *Next* and *News Media* (Schibsted, 2022d) *Nordic marketplaces* are digital

marketplaces like *Finn.no* in Norway and *Blocket.se* in Sweden. *News Media* means the media houses in Scandinavia such as *VG*, *Aftenposten*, and *Bergens Tidende* (in Norway). In 2018, Schibsted also concentrated on the third business area, *investment and innovation*, through Schibsted *Next Media* (Medienorge, 2021). Schibsted's strategy has mainly been developing media houses and establishing *online classifieds*, also called *ad portals*. In 2019, the international classifieds business outside the Nordic region was spun off into a separate, listed company under the name *Adevinta*, with Schibsted as the largest owner with 60 per cent of the shares.

Schibsted changed the Norwegian newspaper landscape with the establishment of *Media Norge* in 2009, which merged *Aftenposten* and the regional newspapers *Bergens Tidende*, *Stavanger Aftenblad* and *Fædrelandsvennen* under the same control (Medienorge, 2021). However, this was on the verge of the *Media Ownership Act's* limit of owning one-third of the national newspaper circulation, which received much attention in the media. In 2020, Schibsted controlled a share of 29 per cent of the newspaper circulation in Norway. Schibsted was then the largest media group by turnover in Norway in 2017 and 2018 (Medienorge, 2017; Medienorge, 2018) and was the second-largest media group in 2020, after Danish *Egmont* (Medienorge, 2021). However, the organisation's total turnover in 2020 fell due to the spin-off of and reduced ownership in the classifieds giant (ads) *Adevinta* as of July 2020 (Medienorge, 2022).

Schibsted has, in recent years, made several significant changes in its organisation. First, Kristin Skogen Lund was in December 2018 recruited as the organisation's first female CEO (Jordheim, Haugen, & Nordstrøm, 2018). Also, Schibsted is today only located in five countries: Norway, Denmark, Sweden, Finland, and Poland (Schibsted, 2022a). Schibsted striped down from 33 to five countries in 2021. This decision was made to focus more on the Scandinavian markets. Today, the organisation defines itself as a Nordic-focused digital growth company with global ambitions (Schibsted, 2022a) In 2019, the media group was divided into two parts: (1) An international part with activities within online classified ads, and (2) a Nordic part consisting of media houses and Nordic classified platforms (Medienorge, 2021). The organisation also expresses how vital its contribution is to a sustainable and democratic society is (Schibsted, 2022c). For instance, in 2020, the company published their first sustainability report, which included the focus area *diversity, inclusion and belonging* (Schibsted, 2021b).

1.4.2. NRK (Norwegian Broadcasting Corporation)

NRK was established in 1933 (Vaagan, 2015, p. 60) and has been ranked the fourth largest media group in Norway every year since 2017, with an annual turnover of around six billion Norwegian kroner (Medienorge, 2017; Medienorge, 2018; Medienorge, 2019; Medienorge, 2020). The organisation has about 3400 employees working in departments in more than 50 locations (NRK, 2009a). NRK has several media platforms and channels, both traditional and modern (NRK, 2009b). The organisation operates several TV channels and radio channels, in addition to podcasts, websites, and online TV (NRK, 2007a). Today, only NRK has a public service broadcasting mission in Norway, while the media house *TV 2* has a separate agreement with the state as a commercial service broadcaster. Therefore, NRK has a social mission which is defined through the *NRK Placard* and *NRK's Articles of Association*.

In 1996, NRK was organised as a joint-stock company. The State owns all the shares, and the Ministry of Culture operates the ownership (Vaagan, 2015, p. 54). NRK's *General Assembly* appoints the board, which then hires the head of broadcasting. He or she is NRK's chief executive and heads the *Broadcasting Council* (Norwegian: *Kringkastingsrådet*). This is an advisory publicly appointed body that monitors NRK closely and comments on the content offered to the public (NRK, 2007b). It was established in 1993 and consists of 14 members. Ten of the members are appointed by the Parliament and four by the government (Regjeringen, 2022). The council holds meetings six to eight times a year, where they address and discuss complaints submitted by the public. These meetings are also streamed live on NRK's website for the public. Thus, the public has insight into the organisation's discussion and conclusions. It is required by law that NRK have a *central broadcasting council*, *local councils*, and a *separate Sami program council* (Kringkastingsrådet, 2022). In addition, the *Norwegian Media Authority* is the supervisory body for NRK, which is subordinate to the *Ministry of Culture* (Medietilsynet, 2022).

As of 2020, NRK has been financed from the state budget instead of the broadcasting fee (NRK, 2019b). NRK justifies the change in funding by describing public broadcasting as a common good and viewing the broadcasting fee as unmodern. The *NRK corporate strategy* for 2016-2020 was the last financed by the broadcasting fee. Therefore, the *corporate strategy for 2021-2024* is limited to three years instead of the standard five, due to the new funding form, according to the *Head of broadcasting* in 2021, Thor Gjermund Eriksen (Kringkastingsrådet, 2021). Almost nine out of ten Norwegians use one or more of NRK's content every single day (NRK, 2009b). Additionally, NRK has a good reputation in Norway as well. According to the annual survey by Ipsos, 86 per cent had a *good* or *very good* impression of NRK in 2021 (Berg, 2021). Nevertheless, other surveys show that

NRK is used less than many competitors in all age groups under 50, even though NRK is perceived as important to most people in Norway (Regjeringen, 2021, p. 5). NRK's monopoly on radio and television ended in the 1980s, and the public broadcaster is now competing for the public's attention with the rest of the media industry in Norway (Vaagan, 2015, p. 61).

1.5. RESEARCH QUESTIONS AND DELIMITATIONS

1.5.1. Research questions

This master thesis will research how Schibsted and NRK's strategies for recruitment, management and policies regarding diversity have evolved since 2017. Analysing both media groups can give insight into how the media industry in Norway has evolved regarding diversity. Also, analysing NRK and Schibsted as cases is an opportunity to compare Norway's largest private and public owned media groups. However, the organisation's leadership will always be responsible for recruiting a more diverse workforce and evolving a more inclusive work environment. Therefore, when analysing Schibsted and NRK's strategies regarding diversity, leadership styles and recruitment policies must also be included. Thus, the *main research question (MRQ)* and the following *secondary research questions (SRQ)* are:

***MRQ.** To what extent do Norway's largest public and private sector media groups, NRK and Schibsted, recruit, manage and implement policies regarding diversity in 2022?*

***SRQ1.** In what ways have NRK and Schibsted's strategies regarding diversity evolved from 2017 to 2021?*

***SRQ2.** How are NRK and Schibsted's recruitment strategies regarding diversity currently being implemented?*

***SRQ3.** Which leadership levels are most involved in providing and encouraging a diverse environment in NRK and Schibsted?*

The two organisations have made several significant changes since 2017. Not least, both NRK and Schibsted have recruited their first female CEO. Additionally, both organisations have developed and published an annual report describing the organisations' strategies, implementations, and achievements regarding diversity, equality, and inclusion. Therefore, much indicates that the media industry in Norway has changed drastically since 2017 regarding these topics. Therefore, *ISRQ* will analyse how NRK and Schibsted have changed in this period, indicating how the media industry has evolved. Secondly, after analysing how the organisations have evolved, this thesis will analyse how

the recruitment strategies regarding diversity currently are being implemented in 2022 (2SRQ). NRK and Schibsted have transitioned through several significant changes since 2017. For instance, Schibsted went from being located in about 33 markets in 2017 to only five countries in 2021 (Schibsted, 2022a). Also, as of 2020, NRK has been financed from the state budget instead of the broadcasting fee, which emphasises NRK's position in society (NRK, 2019b). These changes and recruiting a more diverse workforce require consistent organisational communication and leadership. Therefore, it is relevant to analyse NRK and Schibsted's organisational communication and leadership styles regarding a diverse workforce and *multicultural organisation* culture (SRQ3).

1.5.2 Academic and practical delimitations

It is necessary to clarify this thesis' delimitations, both academically and practically. For instance, this thesis involves different perspectives from different disciplines. First and foremost, this is a master thesis in *media development* in the *media and communication track*. Therefore, this thesis will mainly include perspectives from media development and media research disciplines, in addition to *strategic leadership in organisational communication* theory. This thesis is therefore interdisciplinary, focusing on the two chosen media organisations' organisational behaviour regarding the much-discussed topic of diversity. To be clear, this is not research within social anthropology or culture studies. This analysis will focus on the organisations' recruitment, definition, goals, leadership styles and strategies regarding diversity. However, diversity in the media organisations' content and production will not be part of the main focus but will be included where necessary.

This thesis' main and secondary research questions are important and worthy of elaboration yet need limitations to be achievable. First, the thesis will analyse the two media groups and how they have evolved regarding diversity from 2017 to 2021 (SRQ1). In other words, the thesis will look at strategies and actions related to organisational communication, recruitment, and leadership within. The analysis will not focus on diversity and representation in the organisations' productions and content, such as web pages, news, and film. Also, this thesis will analyse the organisations' definition of diversity and related terms and map how this affects their strategies and actions. Thus, this thesis will analyse the two organisations' definitions but not present a "right" or "wrong" definition. Instead, the debate will shed light on the definition and use of the term *diversity* and related concepts. Also, an important point to mention here is that by not presenting a "right" definition of diversity, this thesis can neither describe the "right" way to measure diversity in organisations. Instead, the media groups' way of organising, measuring, and presenting groups of people in their organisation is in focus. This thesis includes analyses of the organisations' leadership regarding diverse work environments and

workforce. The choice of methodology and material for this thesis makes it possible to analyse the organisations' leadership and organisational communication approaches. However, the thesis does not analyse the organisations' employees' experiences and points of view. Therefore, a methodology that involves collecting information from the organisations' employees has been avoided for this thesis. Even though this could have given great insight into the real-life situation in today's media industry in Norway, this thesis is limited to focusing on the organisations' strategies. However, the employees' reactions are included in the analysis where necessary. Nevertheless, the thesis involves essential topics which are challenging to delimitate and capture.

An interesting perspective for this thesis would have been the organisations' approaches and actions regarding people with disabilities in their organisation. *Universal design* and *anti-ableism*, for instance, are especially important related to inclusion and diversity and will be considered in the thesis. However, this perspective is too large to be fully included and is therefore not one of the main focuses of this thesis.

NRK and Schibsted are the two largest public and private sector organisations in Norway's media industry and represent, therefore, the Norwegian media environment to an extent. Looking into the two media groups and how they have evolved regarding recruitment, goals, and *diversity management* can give insight. However, it does not give us the whole picture but analyses how the organisations plan and implement strategies and policies regarding the topic. The two organisations can also not be thoroughly compared, as they differ in roles in society, size, and production areas. It is therefore important to point out that this thesis does not aim to compare the two organisations. Instead, to a certain extent, NRK will represent the public sector and Schibsted the private sector to a certain extent. NRK is funded by the state, which means that they have different responsibilities and expectations than the commercial media companies. Therefore, NRK cannot be referred to as a company. For simplicity, this thesis will primarily refer to both Schibsted and NRK as *organisations*.

1.6. STRUCTURE

This thesis is divided into six chapters. The first chapter (1) has briefly *introduced* this thesis, its background, and cases. The following chapters are (2) *literature review*, (3) *theory*, (4) *methodology and material*, (5) *analysis and discussion*, and (6) *conclusion*.

The second chapter, *literature review*, presents and discusses relevant research for this thesis context. This chapter discusses diversity in the Norwegian media industry and influential actors. Also, why

the media industry must be diverse will be discussed, and the challenges that come with it. Next, research and theoretical framework regarding communication and culture in a *multicultural organisation* are included. Lastly, *diversity management* and *leadership approaches* are introduced and discussed.

Chapter 3 introduces the *theory* framework selected for this thesis research context. First, the *AMEC framework* is central for the following analysis chapter. Then, Croteau & Hoynes' (2006) *Marked model versus the public sphere model* is presented and discussed. Lastly, this master thesis will mainly operate with theory from Northouse's (2019) *Leadership* and Miller's (2015) *Organisational Communication* when analysing Schibsted's and NRK's organisational communication and leadership regarding diversity.

The fourth chapter is *methodology* and *material*, which describes and discusses the material collected and choice of method for this thesis: *Qualitative interviews* and *qualitative content analysis*. This chapter also includes *ethical considerations* and a discussion of the methods' *validity* and *reliability*.

Then, the fifth chapter analyses and discusses collected data and material from NRK and Schibsted with the selected theoretical framework. Also, this chapter is divided into two sections, separating Schibsted and NRK's analysis and discussion. The *AMEC framework* will first overview the organisations' diversity strategies from 2017 to 2021 in each section (*SRQ1*). Then, the organisations are analysed and discussed regarding Croteau & Hoynes' (2006) model. The model will map the organisations' definitions, motives, and strategies (*SRQ2*). NRK and Schibsted's organisational communication will be analysed and discussed with a selected framework based on Miller's (2015) *successful* and *multicultural organisations*. Finally, in the context of gender and diversity, Northouse's (2019) *transformational leadership* will be used to analyse and discuss the organisations' leadership and management levels (*SRQ3*).

Chapter 6 is the conclusion, which summarises the findings from the analysis in the context of the *main (MRQ)* and *secondary research questions (SRQ)*.

1.7. SUMMARY

In a democratic society, as the *Fourth Estate* or *fourth power*, the media industry has a social responsibility to reflect the population and ensure that all groups are heard and represented. Thus, the media holds great power of influence and opinion. Also, the media's discourse is influenced by the

underlying social structures and the media industry's workforce. If this workforce does not reflect the Norwegian population, how can the media create content with sufficient representation? In recent years, the Norwegian media industry has been criticised for not implementing specific strategies for recruiting and ensuring more diversity. For instance, less than 1 per cent of *Norwegian Editors' Association* members had an immigrant background in April 2019.

This thesis is a case analysis of NRK and Schibsted's recruitment strategy, implementation, and leadership regarding diversity. First and foremost, this is a master thesis in *media development* in the *media and communication track*. Therefore, this thesis will primarily include perspectives from media development and media research disciplines, in addition to *strategic leadership in organisational communication* theory. Thus, this thesis is interdisciplinary, focusing on the two chosen media organisations' organisational behaviour regarding diversity. The organisations are currently among the top five largest media groups by turnover, giving insight into how the media industry in Norway has evolved regarding diversity since 2017. Also, analysing NRK and Schibsted as cases is an opportunity to compare Norway's largest private and public owned media organisations. On the one hand, NRK is the public broadcaster in Norway and has been ranked the fourth-largest media group in Norway every year since 2017. On the other hand, Schibsted is the largest privately-owned media house in Norway, where 47 per cent were Norwegian owned in 2019. However, the organisation's management will always be responsible for recruiting a more diverse workforce and evolving a more inclusive work environment. Therefore, when analysing Schibsted and NRK's strategies regarding diversity, leadership styles and recruitment policies must also be included.

This thesis will include material, findings, and discussions from preparatory work, experiences, and access as a research assistant and master student at OsloMet. In short, this master thesis is based on Moerlie & Vaagan's (2019) *Diversity and Media in the Netherlands and Norway*, my role as a research assistant for Vaagan in 2021, and my own published article *Schibsted and Diversity* (2022). Miller's (2015) *Human Resources approach* is central to this thesis. Thus, the approach's consideration of diversity is most relevant, which encourages diversity due to increased creativity. New ideas are believed to increase the organisation's competitive advantage. Therefore, the emphasis is placed on maximising the contribution of all employees. However, this thesis will analyse the two organisations' definitions but not present a *right* or *wrong* definition. Instead, the discussion will shed light on the definition and use of the term diversity and related concepts.

CHAPTER 2: LITERATURE REVIEW

This chapter will introduce theory, studies, and research relevant to this research context. The chapter's first main topic discussed is the diversity and the media in Norway, before discussing why it is essential that the media is diverse. Then, theories and research regarding organisational communication in multicultural organisations and cultures are discussed. Lastly, research on *diversity management* and leadership regarding gender and culture is introduced.

2.1. NORWAY, MEDIA, AND DIVERSITY

Historically, the first settlers on Norwegian ground were the indigenous population, the Sámi (Moerlie & Vaagan, 2019, p. 156). Later arrived the *Vikings, monks, German Hansa traders, Swedish railroad workers*, national minorities, guest workers, immigrants seeking work, and asylum seekers. Today, the Sámi are a national minority and have the status of indigenous peoples with associated special rights in Norway (Brochmann & Kjeldstadli, 2014, p. 402). Norway's population has increased by well over 2.1 million since 1950 and has now a population of 5.4 million (SSB, 2021, p. 2). From 1990, growth increased to over 1 per cent. Since 2004, net immigration has been the most important for population growth than the birth surplus. In 2021, there were 998,000 immigrants and Norwegian-born with immigrant parents in Norway, which accounted for 19 per cent of the entire population (SSB, 2021, p. 3). In Oslo, every third inhabitant is either an immigrant or born in Norway with immigrant parents. Over half of all immigrants and Norwegian-born with immigrant parents in Norway live in Oslo (24 per cent) or Viken (27 per cent). The ten largest immigration groups in Norway comes from the countries (from largest to smallest group): Poland, Lithuania, Sweden, Syria, Somalia, Germany, Eritrea, Iraq, the Philippines, and Thailand. Norway is currently one of the "best countries to live in", with the highest *HDI (Human Development Index)* in the world in 2020 (UNDP, 2020). The HDI index measures a country's average results in the three basic areas: Life expectancy, education, and income (*GDP per capita*) (FN, 2020). Norway was also ranked the *Happiest Country in the World* in 2017 (Helliwell, Layard, & Sachs, World Happiness Report, 2017, p. 20) and ranked the 8th happiest in 2021 (Helliwell, Layard, & Sachs, World Happiness Report, 2021, p. 19). In addition, Norway is one of the countries on the top regarding a better index of health, social problems, and low-income inequality (Savage, 2021, p. 105). The health index includes life expectancy, maths and literacy, infant mortality, homicides, imprisonment, teenage births, trust, obesity, mental illness (inc. Drug and alcohol addiction) and social mobility. Other countries on the top are Japan, Sweden, Finland, Denmark, Belgium, and the Netherlands.

Immigration and the multicultural population in today's Norwegian society have, over the past decades, become a hotly debated political issue (Moerlie & Vaagan, 2019, p. 156). Gullestad's (2002) research of egalitarianism, nationalism and racism in Norway showed that cherished narratives portray Norway as a victim of colonisation (from Denmark) and not a coloniser (p. 59). Other narratives were that Norway had played an important role in peace negotiations in various regions such as the Middle East, Guatemala, Sri Lanka, and Colombia. Also, that Norway's per capita expenditure on development aid to the *Third World* is one of the highest in the world. However, immigrants who do not play down their difference are perceived as provoking hostility, threatening mentioned narratives about Norway as a homogeneous, tolerant, anti-racist, and peace-loving society. The media have often framed the immigrant groups through negative stereotypes, portraying them mainly regarding crime and failed integration (Jahr, 2015 in Moerlie & Vaagan, 2019, p. 157). To a greater extent than Norwegians, non-western immigrants in Oslo struggle to get year-round jobs, which is the main reason they have lower annual incomes (Aas, 2009, pp. 159-160). Brochmann & Djuve (2013) argue that *assimilation* policies are problematic, particularly in value-based preferences and related to a more oppressive approach towards minorities (p. 228). Assimilation as an outcome indicates that immigrants along one or more dimensions, like the labour market participation, have become similar (or more similar) to the majority population over time. Blanchard & Roderik (2021) argues that procedural fairness requires that individuals should be selected for positions based on relevant criteria (pp. 59-61). Substantive opportunity requires that all individuals should have the opportunity to develop the capabilities required to be successful candidates and to decide whether to do so. *The Directorate for Integration and Diversity (IMDi)* in Norway points out that the success of integration is one of the most essential prerequisites for maintaining welfare and a society characterised by trust and unity (2020, p. 8). This includes that more immigrants must enter working life, participate in society and be subject to the same requirements. Brekke & Mastekaasa's (2009) study shows that employers emphasise language and knowledge in Norwegian working life and society when recruiting, while immigrants lack this competence (p. 211). Older studies from both Norway (Hansen, 1997) and the United States (Petersen, Saporta, & Seidel, 2000) show that social networks are essential for gaining access to the labour market (Brekke & Mastekaasa, 2009, p. 213). In addition to the lack of social networks, the observed differences may be due to prejudice and insecurity on the employer's part. Košuta & Gulli's (2021) research concludes that the stereotype of immigrant men, made by the majority of society, limits their ability to get help (p. 45). Prejudices and negative stereotypes about immigrant families and minority men in the Norwegian media and public debates "persecute" young men, affecting them in the school system, working life, and the housing market (p. 12). However, other studies show that descendants of non-western immigrants and candidates from the majority population who live in Oslo have almost as good job prospects (Evensen

, 2009, p. 192). Among the candidates who live elsewhere in the country, there are more significant differences between immigrant descendants and the majority population regarding getting a job as a recent graduate.

2.2. WHY IS IT IMPORTANT THAT THE MEDIA IN NORWAY IS DIVERSE?

Today's society is popularly described as a *media, information, or network society*, referring to the spread of digital media (Ytreberg, 2015, p. 7). In Norway, the media is often referred to as the *fourth state power* or *counter-power* (Brurås, 2010, p. 35). With this power, the media has a social responsibility to represent the country's society and its inhabitants (p. 32). Habermas developed the concept of *representation* when criticising the distribution of power in society (Gripsrud, 2017, p. 14). Wikan's (2002) argues that the Norwegian media was careful, or too careful, about covering the situation of immigrants in Norway, until the year 1995 (p. 43). Knowing the facts was argued and presumed to be triggering racist responses in the Norwegian population. However, the cover-up meant no one knew much, which often developed into stereotypes and prejudices. For example, newspapers were expressly forbidden to mention a person's ethnic or immigrant background in reports on criminal cases. However, uncertainty and limited information make it easier to downplay other social groups (Kaufmann & Kaufmann, 2015, pp. 198-199). Picard (2010) argues that it is necessary to attend to social needs and pursue content with social value if media organisations want to maintain the high ground in debates (p. 113).

Lukes' (2005) *three-dimensional view of power* can be summed up with: Person A can exercise power over person B by getting her to do things she would not do (p. 27). Yet, person A can also exercise power through influencing, shaping, and determining person B's desires. This is the most effective form of power, which is about controlling the thoughts and desires of others. The media have this power by choosing the opinions and frameworks presented to the population, also called *agenda-setting* (Hansen & Machin, 2019, p. 274). Entman's (1993) definitions of *frames* and *frameworks* are relevant in this context, referring to the selection of some aspects of perceived reality and then making it salient in a communication text (pp. 51-52). For example, journalists must be objective in their public writing yet can still apply the dominant framing of media and news texts. By doing this, the audience is prevented from making a balanced assessment of society's situation. Framing is a central power in the democratic process. Political elites and interests can control the frames in the *public sphere*, deciding which issues and opinions to be salient. As a result, these theoretical arguments can suggest a doubt that democracy exists at all when the public's opinions can be controlled and influenced that easily by those in power in the media industry. It can be necessary for this context to

point out that social media has opened opportunities in many directions. Social media allows everyone to express themselves at any time. It is easier to say something yet harder to be heard (Gripsrud , 2017, p. 28). Bastiansen & Dahls' (2019) research shows that the *algorithms* in social media can also allow people to isolate themselves from conflicting beliefs and polarise social groups (p. 381). In this way, among other things, *echo chambers* have emerged, where only one's own opinions are confirmed. Social media can also serve as a tool for hanging individuals out or "holding them accountable" for public behaviour or statements, popularised with the social movement and phenomenon of *cancel culture* (Dictionary, 2020). Bastiansen & Dahls (2019) argues that this "limits the diversity of opinion" by threatening an individual or organisation of becoming ridiculed, alienated, or banned for being insensitive or *politically incorrect* (p. 405). Then, people avoid expressing themselves out of fear of being misunderstood or portrayed as racist.

Martin's (2014) study showed that a positive effect of cultural diversity in the workplace is that employees usually have different ways of thinking and use various perspectives. The research also showed that this is harder to achieve when employees belong to a more homogenous culture. Also, Krome's (2014) research emphasised that workforce heterogeneity improves decision-making and problems with informal communication and social integration. Loveleen Rihel Brenna, a central actor in Norway regarding *diversity management*, argues for three different perspectives on diversity (2019, pp. 20-21). It can be related to (1) *value creation and sustainability*, (2) *inclusion*, or (3) *prevention of exclusion*. Brenna is also famous for her metaphor of the dogs and the peacock, emphasising that *diversity management* includes highlighting and maximising the peacock's talents, abilities, and potential instead of forcing her to fit into a workforce of dogs (2021, p. 18). Diversity also means more significant opportunities for value conflicts shaped by differences in power in society (Brochmann & Kjeldstadli , 2014, p. 411). For example, Norway's two most debated topics regarding value conflict in the last 10-20 years are religion and gender equality.

2.3. MULTICULTURAL ORGANISATIONS AND COMMUNICATION

Approaches to Organisational Communication

Before elaborating on the *multicultural organisation*, this section will introduce some approaches to organisational communication. For example, Miller's (2015) *Human Relation* and *Human Resources approach* (pp. 37-59). Most of today's organisations practice the *Human Resources approach's principles*, which is built on *Classical* and *Human Relations* theories. *Table 2.1* gives an overview of how the *Human Resources* approach has evolved from the earlier approaches. The approach differs from earlier approaches by aspiring to maximise organisational productivity and individual need

satisfaction. Also, the approach emphasises the contribution employees' ideas can make to organisational function.

	<i>Classical approach</i>	<i>Human Relations approach</i>	<i>Human Resources approach</i>
Communication of content	Task	Task and social	Task, social, and innovation
Communication direction	Vertical (downward)	Vertical and horizontal	All directions, team-based
Communication channel	Usually written	Often face-to-face	All channels
Communication style	Formal	Informal	Both, but especially informal

Table 2.1: Modified from Miller's communication in Classical, Human Relations, and Human Recourses organisation (2015, p. 51-53, table 3.1).

As mentioned in the table above, an essential aspect of the *Human Resources* approach regarding content communication is *innovation communication*. This includes interaction about how the organisation's tasks, products, and structuring can be better. The organisation's communication direction includes all directional flows, most often in team-based settings: *Downward*, *upwards*, *horizontal*, and *diagonal*. A *Human Resources* organisation's communication channels are not limited but instead adapted to the message and the situation. The communication style can be informal and formal, depending on what is said, when, and to whom. Senge (1990) argues that today's ideal way to run contemporary organisations is with the two system approaches (within the *Human Recourses approach*): *Learning organisations* and *knowledge management* (Miller , 2015, p. 54). *Learning organisations* means promoting participation and dialogue in the workplace, emphasising mental flexibility, team learning, a shared vision, complex thinking, and personal mastery. *Knowledge management* is an organisation that facilitates knowledge creation, development, and application. According to Miller (2015) those supporting the *Human Relations approach* would meet a diverse workforce's needs yet would neither encourage nor discourage a more diverse workforce (p. 232). In contrast, the *Human Resources* proponents would instead embrace diversity, especially if it could result in competitive advantages. Also, supporters of this approach would strive to develop an effective multicultural organisation, resulting in improved creativity and decision making. Cox (1991) created a description of a *multicultural organisation* with six dimensions, illustrated in *Table 2.2*.

Dimension	Definition
<i>Acculturation</i>	<ul style="list-style-type: none"> • Modes by which two groups adapt to each other and resolve cultural differences.
<i>Structural integration</i>	<ul style="list-style-type: none"> • Cultural profiles of organisation members, including hiring, job placement, and job status profiles. • Full structural integration of women, people of colour, and other co-cultural groups are proportionally represented at all levels in the organisation.
<i>Informal Integration</i>	<ul style="list-style-type: none"> • Inclusion of minority-culture members in informal networks and activities outside of regular working hours. • Inclusion in social activities, mentoring and other developmental processes.
<i>Cultural bias</i>	<ul style="list-style-type: none"> • Absence of prejudice and discrimination
<i>Organisational identification</i>	<ul style="list-style-type: none"> • A feeling of belonging, loyalty, and commitment to the organisation • High levels of organisational identification for all members.
<i>Intergroup conflict</i>	<ul style="list-style-type: none"> • Low levels of friction, tension, and power struggles between cultural groups

Table 2.2.: Inspired by Cox’s (1991) *Multicultural organisation* (Miller, 2015, p. 224, table 12.1).

The multicultural organisation

Morrison & Von Glinow (1990) have described three phases of workplace development, emphasising gender and cultural diversity (Miller , 2015, p. 223). The first two phases are *first-generation* and *second-generation affirmative action* before an organisation can become a *multicultural organisation* in the third phase. The first stage describes an organisation focusing on numbers and quotas and is more concerned with meeting legally mandated requirements for diversity. In the following stage, the organisation has met these affirmative action goals and the focus shifts toward supporting its employees in a diverse workforce. Finally, the *multicultural organisation* moves beyond the two first stages of valuing diversity to create an inclusive atmosphere. Gilbert & Ivancevich (2000) argues that this “[...] requires change on many fronts, including fairness, empowerment, and openness.” (Miller , 2015, p. 224) Allen (2003) argues that the last stage is not the end station but rather a way of valuing diversity in and of itself in an organisation (Miller , 2015, p. 225). A *multicultural organisation* does not mean that all organisational members should agree on everything. Instead, the organisation provides a safe and including work environment. Other advantages, argued by Cox & Blake (1991), is listed in *Table 2.3*.

Cost argument	<ul style="list-style-type: none"> • As organisations become more diverse, the cost of a poor job in integrating workers will increase. • Organisations that handle diversity well will create cost advantages over those that do not.
Resource-acquisition argument	<ul style="list-style-type: none"> • Organisations develop reputations as prospective employers for women and ethnic minorities. • Those with the best representation for managing diversity will win the competition of recruiting new talents. • As the labour pool shrinks and changes composition, this edge will become increasingly important.
Marketing argument	<ul style="list-style-type: none"> • For multinational organisations, the insight and cultural sensitivity that members with roots in other countries bring to the marketing effort should significantly improve that effort. • The same rationale applies to marketing in subpopulations within domestic operations.
Creativity argument	<ul style="list-style-type: none"> • Diversity of viewpoints and less emphasis on conformity to norms of the past should improve the level of creativity and enhance.
Problem-solving argument	<ul style="list-style-type: none"> • Heterogeneity in decision making and problem-solving groups potentially produces better choices through a wider range of perspectives and more critical analysis of issues.
Systems flexibility argument	<ul style="list-style-type: none"> • The multicultural model for managing diversity implies is that the system will become less determinant, less standardised, and therefore more fluid. • The increased fluidity should create greater flexibility to react to environmental changes (i.e., reactions should be faster and at less cost).

Table 2.3: Modified from Cox’s (1991) “Opportunities realised through Diversity” (Cox in Miller, 2015, p. 226, Table 12.2).

There are challenges to be aware of when developing a *multicultural organisation*. For example, programs to help women and other co-cultural groups in the workplace can result negatively. Heilman (1994) discovered that these programs could contribute to underestimating an employee's competence, both by the employee receiving help and by other colleagues (Miller , 2015, pp. 228-229) Developing and maintaining a culture that values various aspects of the employee's lives can be difficult in a *multicultural organisation* (Miller , 2015, p. 229). *Family-friendly programs*, such as *flexitime* and family leave policies, can also create negative reactions. For example, employees with families can be resented by those without children, who might have to work late or during holidays for their benefits. Full-time women's share of full-time men's wages was 89,3 per cent in all sectors in Norway in 2020 (SSB, 2022). The proportion of men among managers (20-66 years) in all sectors in 2019 was 63,2 per cent, while the proportion of women was 36,8 per cent. In contrast, among those under 60, there are now far more women than men with higher education in Norway (SSB, 2021, p. 20). The difference is significant in the age group 25–29 years, where 60 per cent of women have higher education, compared with 38 per cent of men. This indicates that there are still stereotypes

about gendered roles in the workplace, but there are also other reasons why women do not have more significant representation in management.

2.4. DIVERSITY MANAGEMENT

Transformational leadership

When an organisation transitions through several significant changes, the leader and employees must transform. After recruiting a diverse workforce, the next step is to make their voices heard. Burns (1978) distinguished between two types of leadership: *Transactional* and *transformational* (Northouse, 2019, p. 164). *Transactional leadership* is a leadership style with ambitions to improve their employees. This approach focuses on the exchanges between leaders and employees, such as rewards for achievements. *Transformational leadership* means leadership with ambitions to changing the organisation's corporate values. This leadership style focuses on changing both the leader and the employees. Also, the approach emphasises emotion, values, ethics, standards, and long-term goals and satisfies employees' motives and needs. It means influencing the employees to accomplish more than expected, so both leader and employee fulfil their full potential. According to House (1976), *charismatic leaders* act uniquely with specific charismatic effects on their followers. House's *charismatic leadership theory* is similar to or even synonymous with Burns' *transformational leadership theory* (Northouse, 2019, p. 166). *Table 2.4* gives an overview of the effects House referred to, both in the leader's personality characteristics and behaviours and the effects on followers.

<i>Personality Characteristics</i>	<i>Behaviours</i>	<i>Effects on followers</i>
Dominant	Sets strong role model	Trust in leader's ideology
Desire to influence	Shows competence	Belief similarity between leader and follower
Self-confident	Articulates goals	Unquestioning acceptance
Strong moral values	Communicates high expectations	Affection toward leader
	Communicates high expectations	Obedience
	Expresses confidence	Identification with leader
	Arouses motives	Emotional involvement
		Heightened goals
		Increased confidence

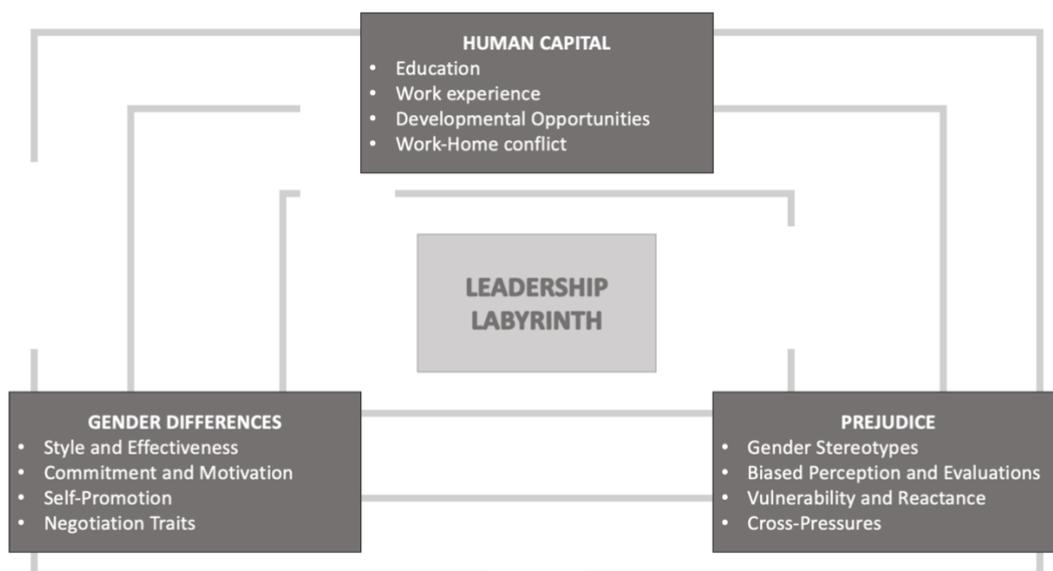
Table 2.4: Modified from House's "Personality characteristics, behaviours, and effects on followers of Charismatic Leadership" (Northouse, 2019, p. 167, table 8.1).

Transformational leadership appeals to followers because it emphasises the employees' emotions, needs, values and morals (Northouse, 2019, p. 178). The leadership style is also documented as an effective form of leadership with a significant impact on the followers. However, the *transformational*

leadership factors can be hard to measure because they lack conceptual clarity and tend to overlap each other (Northouse, 2019, p. 180). Also, this leadership style has the potential to be “abused” without absolute moral standards and ethical motivation.

Gender and leadership.

Researchers ignored issues related to gender and leadership until the 1970s (Simon & Hoyt, 2019, p. 403). Then, the biggest question was whether women were fit to lead. Today, scholars are more interested in differences between women and men regarding leadership style, effectiveness, and representation. *Model 2.5* in this section illustrates Eagly and Carli’s (2007) *Leadership labyrinth* and its three explanations of why women tend to be underrepresented in high-level leadership positions in general (Simon & Hoyt, 2019, pp. 404-405). The labyrinth illustrates challenges and limitations that the glass ceiling metaphor does not include, divided into three parts: (1) *Human capital*, (2) *gender differences*, and (3) *prejudice*.



Model 2.5: Modified from Eagly and Carli’s (2007) “Understanding the Leadership Labyrinth” (Northouse, 2019, p. 405, figure 15.1).

The first part argues that female investments in *human capital* differ from male. Among women in Norway in 2009, the proportion with stable full-time work was highest among majority women, second highest among descendants of immigrants and lowest among immigrant women, regardless of the length of residence (Dange, 2009, p. 176). For all women groups, the probability of being stable full-time employed with a length of education increases, but the connection between education and full-time work is less strong for immigrant women than for female descendants of immigrants and majority women. The second category of explanations, gender differences, argues that women are

different from men. Today, most researchers find little or no relations between gender, leadership style, and effectiveness (Simon & Hoyt, 2019, p. 407).

Eagly, Makhijani, & Klonsky's (1992) studies argue that women lead in a more participating manner and often in a more adaptive and *transformational leadership* style (Simon & Hoyt, 2019, pp. 407-408). However, Rudman & Click's (2001) study shows that women are more likely to serve as social facilitators and less likely to promote themselves for leadership positions and emerge as group leaders (Northouse, 2019, p. 409). Also, Downes, Hemmasi, & Eshghi's (2014) research showed that an assumption is that women do not have or display the ambition that men tend to show regarding leadership. According to Rudman's (1998) research, women face significant gender biases and social disincentives as opposed to men and are less "hireable" and social attractive when they self-promote (Northouse, 2019, p. 409). Also, these assumptions may result in *self-fulfilling prophecies* (Downes, Hemmasi, & Eshghi, 2014). This is connected with Eagly and Carli's (2007) third category of explanations, *prejudice*. Traditionally, men are stereotypically characterised by confidence, assertiveness, independence, rationality, and decisiveness (Simon & Hoyt, 2019, p. 410). In contrast, women are most often described with characteristics such as concern and care for others, sensitivity, warmth, helpfulness, and nurturance. These biases can be challenges for women in leadership, as Quindlen argues:

[M]en are judged by a male standard of control and strength; female leaders are judged by that standard and also by a separate stereotypical female standard that assesses everything from bringing people together to projection approachability. (Quindlen, 2008 in Miller, 2015, p. 219).

Although women tend to lead in a more *transformational leadership* style, Ayman, Korabik, & Morris' (2009) studies show a devaluation of female leaders by male subordinates (Simon & Hoyt, 2019, p. 408). Also, Kent, Blair, Rudd, and Schuele (2010) researched differences between men and women in *transformational leadership* behaviours in Germany. The researchers used the *Leadership Behaviour Inventory (LBI)*, which divides leadership behaviours into five categories: (1) *Visualising Greatness*, (2) *empowering the "We"*, (3) *communicating for meaning*, (4) *managing oneself*, and (5) *care and recognition*. The questionnaire is administered to subordinates who are asked to describe their leaders in German work environments. The results showed that the research's subordinates held different prototypes for male and female leaders (Kent, Blair, Rudd, & Schuele, 2010, p. 54). In this study, women were slightly underrepresented, yet most German organisations were male dominant at the time. The research found no or minor differences in the behaviours of male and female leaders.

However, it was found that the women subordinates in the study were more critical of both men and women leaders regarding the factor of communication for meaning. Additionally, an interesting discovery was that the women subordinates rated the female leaders more critically than the male leaders. Bame, Lowrey, Gordon, & Melton's (2013) study emphasised that managers should never ignore inappropriate employee behaviour because even loyal employees leave organisations because of uncomfortable or unsafe work environments. The study presented solutions to reducing these challenges, such as eliminating the *Laissez-faire* or *dictatorship* style, holding employees accountable for actions to stop any bullying, and controlling managers' actions, meetings, and credit.

Culture and leadership

Herrera, Duncan, Ree & Williams' (2013) study argues that diversity is a positive predictor of leadership effectiveness. Also, the study emphasises that these results strengthen the argument that organisations must be prepared to re-evaluate their policies regarding diversity. The *glass ceiling* metaphor most often refers to the transparent barriers women face in the workplace, yet Foley's (2002) study uses the concept referring to the perception of ethnic barriers (Downes, Hemmasi, & Eshghi, 2014, p. 132). Foley's (2002) study found links between a perceived *glass ceiling*, distributive justice, perceived career prospects and intentions to leave the firm. Due to increased globalisation, contemporary organisations need to be more effective and multinational. By creating a more multicultural organisation, leaders must be able to manage and communicate with a culturally diverse workforce (Northouse, 2019, p. 433). In addition, globalisation has also created a need to understand how cultural differences affect leadership performance.

From Hofstede's (1980) *cultural dimension theory* is perhaps the most referred to regarding defining culture. The theory divides culture through five, today six, dimensions: (1) *Power distance*, (2) *Collectivism-Individualism*, (3) *Uncertainty avoidance*, (4) *Femininity-Masculinity*, (5) *Short-term-long-term orientation*, and (6) *indulgence* (Northouse, 2019, p. 436). Norway has a culture that is characterised by many individualistic and feminine features (Hofstede Insights, 2022). The fact that Norwegian culture is characterised by *individualism* means that *the self* is individual and not just part of a group, and personal opinions are important to express. When it comes to the employer-employee relationship in this context, the personal career is often put more in focus than the collective one. Nevertheless, Norwegian culture is also very *feminine*, which means that dominant values in society are care for each other and quality of life. It also means that a good quality of life is a sign of success. In more masculine cultures, motivation will be driven by wanting the best, while feminine cultures are more about liking what you do. However, Northouse (2019) points out that the *GLOBE studies*

initiated by House (1991), generate more modern research on culture and leadership (p. 437). The study analysed 62 societies worldwide, which resulted in identifying nine cultural dimensions (built on earlier studies like Hofstede): (1) *Uncertainty avoidance*, (2) *power distance*, (3) *institutional collectivism*, (4) *in-group collectivism*, (5) *gender egalitarianism*, (6) *assertiveness*, (7) *future orientation*, (8) *performance orientation*, and (9) *humane orientation*. For example, this research showed that, in 2004, desired leadership behaviour in Nordic Europe was *charismatic*, *value-based*, and *participative* leadership (Northouse, 2019, p. 449).

2.5. SUMMARY

Norway is among the countries on top regarding happiness, equality, and health index. However, immigration and the multicultural population in today's Norwegian society have become hotly debated over the past decades. Studies show that immigrants who do not play down their difference are perceived as threatening narratives about Norway as a homogeneous, tolerant, anti-racist, and peace-loving society. The media have often framed the immigrant groups through negative stereotypes, portraying them mainly regarding crime and failed integration. Research shows that employers emphasise language and knowledge of Norwegian working life and society when recruiting. Other studies show that Norwegian media was careful, or too careful, about covering the immigrants' situation in Norway, until the year 1995. At the time, it was presumed to prevent triggering racist responses in the Norwegian population. However, the cover-up instead often developed into stereotypes and prejudices. The media have this power by choosing the opinions and frameworks presented to the population. Also, today's media and social media limit the diversity of opinion by threatening an individual or organisation of becoming ridiculed, alienated, or banned for *politically incorrect*.

Other studies showed that a positive effect of cultural diversity in the workplace is that employees usually gain different ways of thinking and use various perspectives. Senge (1990) argues that today's ideal way to run contemporary organisations is with the two system approaches *learning organisations* and *knowledge management*. This includes promoting participation and dialogue in the workplace, emphasising mental flexibility, team learning, a shared vision, and knowledge creation. According to Miller (2015) those supporting the *Human Resources* proponents would embrace diversity, especially if it could result in competitive advantages. A *multicultural organisation* values diversity to create an inclusive atmosphere and provide a safe work environment. After recruiting a diverse workforce, the next step is to make their voices heard. When an organisation transitions through several significant changes, the leader and employees must transform. *Transformational*

leadership involves the ambitions to change the organisation's corporate values, focusing on changing the leader and the employees. The leadership style is also linked to charismatic, value-based, and participative leadership, which is the most desired leadership behaviour in Nordic Europe. Research indicates that there are still stereotypes about gendered roles in the workplace. These biases can be challenges for women in leadership, and the assumptions may result in *self-fulfilling prophecies*. Today, most researchers find little or no relations between gender, leadership style, and effectiveness. However, studies argue that women lead in a more participating manner and often in a more *adaptive* and *transformational leadership* style. Other studies argue that diversity is a positive predictor of leadership effectiveness, strengthening the argument that organisations must be prepared to re-evaluate their policies regarding diversity. The *glass ceiling* metaphor most often refers to the transparent barriers women face in the workplace, yet the concept also refers to the perception of ethnic barriers. By creating a more *multicultural organisation*, leaders must be able to manage and communicate with a culturally diverse workforce.

CHAPTER 3: THEORY

The third chapter of this master thesis includes the theoretical framework selected for the case analysis of NRK and Schibsted. First, the *AMEC framework* will be used to analyse how the organisation's recruitment strategies regarding diversity have evolved from 2017 to 2021. This framework can overview Schibsted's and NRK's strategies, communication processes, goals, and achievements within the given period. Secondly, Croteau & Hoynes' (2006) *market model versus the public sphere model* will be introduced, which can overview NRK and Schibsted's differences in definitions and motivations regarding diversity. This master thesis will mainly operate with theory from Northouse's (2019) *Leadership* and Miller's (2015) *Organisational Communication* when analysing Schibsted's and NRK's organisational communication and leadership regarding diversity. Thus, chosen theoretical approaches from Miller (2015) are the *Human Relations and Human Resources approach* and *organisational diversity processes*. Leadership theory from Northouse (2019) is mainly approaches to *transformational leadership*, gender and leadership, and culture and leadership.

3.2. AMEC'S INTEGRATED EVALUATION FRAMEWORK

The *AMEC integrated evaluation framework* (illustrated in *Table 3.1*) can analyse Schibsted's and NRK's strategies, goals, and effects. The framework can be used as a guide through the process, from aligning goals to establishing a plan and then measuring the work's outputs, outtakes, outcomes, and

impact (AMEC, 2022). Therefore, this framework will be used to summarise and overview NRK and Schibsted's strategy regarding diversity and how it has evolved from 2017 to 2021.

PREPARATION	
1. ALIGN OBJECTIVES	
1A. ORGANISATIONAL OBJECTIVES	1B. COMMUNICATION OBJECTIVES
2. INFORM AND PREPARE COMMUNICATION	
2A. TARGET AUDIENCE	2B. STRATEGIC INPUTS
IMPLEMENTATION	
3. IMPLEMENTS	
3A. ACTIVITIES	
MEASUREMENT & INSIGHTS	
4. MEASURE ACTIVITY	
4A. OUTPUTS	
5. AUDIENCE RESPONSE & EFFECTS	
5A. OUTTAKES	5B. OUTCOMES
6. ORGANISATION & STAKEHOLDER EFFECTS	
6A. ORGANISATIONAL IMPACT	

Table 3.1: Modified from “AMECs integrated evaluation framework” (AMEC, 2022).

The framework can be used for organisations of all sizes to describe and map what they want to achieve with their communication and then measure if these goals are met. Also, modern organisations can adapt the framework for their challenges (AMEC, 2022). Additionally, the framework illustrates how *The Barcelona Principles* can be operationalised into actions. The principles, which in many ways are like the *AMEC Framework’s* six parts, can also be included when analysing an organisation with the framework (Burke, 2020). The first of the seven principles states that (1) *setting measurable goals is an absolute prerequisite to communication planning, measurement, and evaluation. Secondly, (2) measurement and evaluation should identify outputs,*

outcomes, and potential impact. Third, (3) outcomes and impact should be identified for stakeholders, society, & the organisation. Next, (4) communication measurement and evaluation should include both qualitative and quantitative Analysis. Also, (5) Advertising Value Equivalents (AVEs) are not the value of communication. Furthermore, (6) holistic communication measurement and evaluation includes all relevant online and offline channels. Lastly, (7) communication measurement and evaluation are rooted in integrity and transparency to drive learning and insights.

In short, the AMEC framework is divided into three parts: (1) Preparation, (2) implementation, and (3) measurements and insights (AMEC, 2022). The first part describes the organisation's *align objectives (organisational and communications objectives) and plan, set targets & other inputs (strategy and target audience)*. Secondly, the *implementation* describes the *activities implemented*. Then, the *measurements and insight* section describe *audience response & effect (outcomes and outtakes)* and *organisation & stakeholder effects (impact)*. It is important to point out that the AMEC framework is mainly designed to analyse and measure communication and campaigns for target groups outside the organisation. However, in this research context, the AMEC framework will analyse and discuss organisational communication objectives, where the target groups are current and future employees at NRK and Schibsted. Therefore, some changes will be made to adapt the framework for this research context. The framework's sections are described further below.

Preparation

The first section, (1) *align objectives*, is divided into two sections: (1a) *Organisational objectives and (1b) communication Objectives*. First, the organisational objectives are often long-term goals, usually published in the organisation's business plan or strategy. The communications objectives are *SMART*-objectives, which means goals that are *specific, measurable, achievable, relevant, and time-bound* (Burke, 2020). Also, the *communication objectives* support the *organisational objectives*. The section (2) *inform and prepare communication*, is divided into (2a) *target audience* and (2b) *strategic inputs*. First, the target audience means the audience desired to reach, while strategic inputs include information and materials needed to design and prepare the communication. For instance, these inputs can be existing research, background and context information, budget, and resources.

Implementation

Third, the (3) *implements* section consists of (3a) *activities*, including formative research, planning, design, writing and production. Initially, the AMEC also focuses on the *PESO* model, which is *paid media, earned media, shared media, and owned media* (AMEC, 2022). However, in the research

context, the *AMEC* will be used to analyse NRK and Schibsted's activities to reach organisational communication goals and will therefore not include the *PESO model*.

Measurement & Insights

(4) *Measure activity* includes (4a) *outputs*, defined as content, materials, and activities to measure the target audiences. This section will describe how NRK and Schibsted measure and collect information about their employees' attitudes in this research context. The (5) *audience response and effects* section's first section (5a) *outtakes* describe the target audience's response and reactions such as audience attention, awareness, understanding, interest, engagement, and consideration. (5b) *Outcomes* list effects of the communication on the target audience, such as *learning, trust, and attitude change*. This section will list measured changes in NRK and Schibsted recruitment strategy in this research context. Finally, (6) *organisation and stakeholder effects* and (6a) *organisation impact* describe how the organisation has been impacted, such as reputation, social change, and organisational change. Therefore, sections 5 and 6 are very similar in this research context because the target audience is NRK and Schibsted's *current and future employees*. However, the *AMEC*'s last section will focus more on summarising the organisational impact and describe the organisations' objectives for diversity in the future.

3.2. THE MARKET MODEL VERSUS THE PUBLIC SPHERE MODEL

One of the main reasons Schibsted and NRK are the cases in this master thesis is because one is a public media organisation and the other a private. This also affects how they view and work with diversity in their organisation. Therefore, when analysing the organisations, their differences can be summarised and compared in the *market model versus the public sphere model*. Croteau & Hoynes (2006) distinguish between a public and a *market model* in a comparative analysis of media systems, illustrated in *Table 3.2* in this section (Vaagan, 2015, p. 81).

The two models can explain similarities and differences between countries' media systems. For instance, there are significant differences in Norway. On the one hand, NRK represents the *public sphere model* and differs from the other media organisations in Norway that are commercial. NRK is funded by the state, which means that they have different responsibilities and expectations than the commercial media companies. Therefore, NRK can not be referred to as a company. For simplicity, this thesis will primarily refer to both Schibsted and NRK as organisations. It is essential to mention that Croteau & Hoynes' (2006) model needs to be updated considering social media and other modern platforms used in the media industry today. Instead, the model is considered as more traditional with

a specific explanatory power, excluding the latest media developments. Therefore, the model in this context is a starting point for distinguishing between public and private organisations regarding diversity.

Characteristics	<i>The market model</i>	<i>The public model</i>
How the media is viewed:	Private companies that sell goods/services.	Public resources serving the public.
The media's primary goal:	Generate profit for owners.	Promote active citizenship through information, education, and social inclusion.
How the audience is viewed:	Consumers	Citizens
The media encourages people to:	Have fun, watch commercials, and buy goods/services.	Learn about the world and be active.
The public's interest is:	Everything that is popular and sells.	Varied, substantial and innovative content, although this is not always popular.
The view on innovation and variation:	Innovation can threaten profitable business models. Variation can be a strategy for new niche markets.	Innovation is significant for engaging citizens. Variety is essential for the media's goal of reflecting the public's opinions and tastes.
Regulation is viewed as:	Interference in market forces.	Useful tools to protect common interests.
The media is responsible for:	Owners	The public and the authorities.
Success is to:	Create profit.	Serve the public.

Table 3.2: Modified from Croteau & Hoynes' (2006) "market model versus the public sphere model" (Vaagan, 2015, p. 82, Figure 3.1).

NRK must inform, educate and socially include in their content, which can not include advertisement or related content. The *Ministry of Culture's Equality's Broadcasting Act* of 1992 (*Act relating to broadcasting and audio-visual on-demand services*) also includes this duty (Lovdata, 1992). Schibsted, on the other hand, representing the *market model*, is naturally more concerned about profit and company owners. However, Schibsted has responsibilities and expectations from its consumers. Regarding diversity, these two organisations might therefore have quite different approaches. However, as mentioned in the thesis introduction, diversity and representation are crucial in the media, regardless of sector.

3.3. A SUCCESSFUL MULTICULTURAL ORGANISATION

This section's theory framework includes approaches relevant for analysing an organisation transitioning and changing regarding diversity. Also, as mentioned earlier in the introduction, regarding organisational communication, this thesis will rely on scholarly from Miller's (2015) *Organisational Communication*.

3.3.1. Successful organisation activities

Contemporary organisations are transitioning through significant changes when implementing new strategies regarding diversity. For instance, programmes are often initiated to educate and improve their employees' work and attitudes and include them in their overall shared values. According to Cotton (1933), employee involvement means a participative process that uses the entire capacity of workers, designed to encourage employee commitment to organisational success (Miller, 2015, p. 54). Also, Miller highlights some of the issues that usually occur when instituting the significant change required by most human resources programs (2015, pp. 56-57). Miller stresses the importance of (1) *knowing when team-based management is appropriate*, (2) *considering the attitudes of top management*, (3) *dealing with cynicism about change*, and (4) *facilitating the translation process*. In other words, employees must be involved in plans and overall shared values, but top management is mainly responsible for the change. Although, when change happens in some chosen groups in the organisation, the employees must also be motivated for change. A new program also introduces a new working language to the employees. This language is not implemented overnight and can take time to enforce. Therefore, change is sometimes an evolution, not necessarily a revolution. Additionally, Pfeffer's seven practices of successful organisations show how an organisation can successfully follow *Human Resources principles* (illustrated in *Table 3.3*). The practices highlight both the vital role of organisational communication and structure.

Practice	Description
1. Employment security	Job security demonstrates a commitment to employees and develops employees who understand the organisation.
2. Selective hiring	Employees who are a good fit for the organisation - in terms of skills, abilities, and other attributes - will stay with the organisation and enhance organisational performance.
3. Self-managed teams and decentralisation	Teams will permit employees to pool information, create better solutions, and enhance worker control over work processes.
4. Comparatively high and contingent compensation	Contingent compensation connects performance outcomes with critical rewards.
5. Extensive training	Frontline employees need the training to identify workplace problems and contribute to innovative solutions.
6. Reduction of status differences	All employees will feel more valued by reducing symbolic (e.g., language and labels) and substantive (e.g., pay) inequities.
7. Sharing information	Employees can only contribute if they have adequate information about their jobs and the organisation's performance as a whole.

Table 3.3: Modified from Pfeffer's "Seven practices of successful organisations" (Miller, 2015, p. 55, Table 3.2).

3.3.2. Culturally diverse organisation activities

Cox and Blake (1991) identify six *spheres of activity* that a culturally diverse organisation must deal with or a *multicultural organisation* (Miller, 2015, p. 230). Additionally, Page (2007) argues that the organisation must change its culture to learn the value of diversity, to successfully enhance the value of a diverse workplace (Miller, 2015, p. 230). *Table 3.4* in this section illustrates a combination of Cox & Blake and Page's arguments, which can be used when analysing Schibsted and NRK's activities to facilitate a multicultural organisation. The spheres illustrate several points about working life in a diverse organisation, which involves both attitude and action. Also, managers and employees must view diversity as a challenge and an opportunity rather than a problem. Most importantly, they must become knowledgeable about the needs and contributions of a diverse organisation's employees. Specifically, a culturally diverse organisation must implement actions and programs to educate the workforce, eliminate discrimination, create a bias-free human resources system, and create work options that ease the conflict between job and family. Page (2007) believes that heeding these lessons will benefit organisations and society.

1. Education programmes	Specific action must be taken to ensure an educated workforce
2. The human resources system	The human resources system must be bias-free.
3. Organisational cultural	An organisational culture which values diversity in itself and diverse perspectives.
4. Mindsets about diversity	Valuing various kinds of diversity, the importance of interaction, caution against stereotyping in the diversity process, and arguing for a continued focus on the ability to accompany diversity efforts.
5. Programs that support work-family health	Work options that can ease the conflict between job and family.
6. Combat problems such as sexism and discrimination involve both attitude and action.	Eliminate discrimination in the workplace.

Table 3.4.: Inspired by Cox and Blake’s (1991) “Spheres of activity” and Page’s (2007) “Value of diversity” (Miller , 2015, p. 230).

3.4. LEADERSHIP THEORY

This section includes theory relevant for analysing an organisation's leadership regarding diversity and transitioning through significant changes in organisational culture. Again, the responsibility for change and motivating employees to change lies on the top management. Also, as mentioned earlier in the introduction, regarding leadership theory, this thesis will rely on scholarly from Northouse's (2019) *Leadership*.

3.4.1. Transformational leadership factors

As mentioned in the *literature review*, *transformational leadership* is a popular leadership style in contemporary organisations. For instance, the leadership approach is practical when the organisation is transitioning to a more diverse workforce, especially regarding efficiency, morals, and values. Also, the most desired leadership behaviour in Nordic Europe is *charismatic*, *value-based*, and *participative* leadership. Therefore, NRK and Schibsted's leadership styles regarding diversity can be analysed using this leadership approach's characteristics. Also, transformational leadership is about the leader and the follower transforming together, meaning a relationship where listening and learning from each other is essential. This is especially important for maintaining balance and improving effectiveness and innovation in a diverse workforce, using the full potential of the employees and leaders.

Bass (1985) developed an expanded and refined version of Burns' (1978) *transactional* and *transformational leadership* theory and House's (1976) *charismatic leadership* theory (Northouse , 2019, p. 169). Research supports that leadership is most effective when combining transformational and *transactional leadership*, in addition to *Laissez-faire* leadership (Northouse , 2019, p. 174). This leadership style is characterised by the absence of leadership and guidance as a strategic choice of behaviour from the leader, decreasing the employees' dependency and increasing self-determination. The three leadership approaches all have their strengths and weaknesses. The best leadership style combines all three approaches, which is represented in Bass' *Leadership factors*, illustrated in *Table 3.5*.

<i>Transformational leadership</i>	<i>Transactional leadership</i>	<i>Laissez-Faire Leadership</i>
Factor 1 <ul style="list-style-type: none"> Idealised influence Charisma 	Factor 5 <ul style="list-style-type: none"> Contingent reward Constructive transactions 	Factor 7 <ul style="list-style-type: none"> Laissez-faire Non-transactional
Factor 2 <ul style="list-style-type: none"> Inspirational motivation 	Factor 6 <ul style="list-style-type: none"> Management by exception Active and passive Corrective transactions 	
Factor 3 <ul style="list-style-type: none"> Intellectual stimulation 		
Factor 4: <ul style="list-style-type: none"> Individualised consideration 		

Table 3.5: Modified from Bass' (1985) "Leadership factors: Expanded and refined version of transformational leadership" (Northouse, 2019, p.168, table 8.2).

In short, the combination of *transformational*, *transactional*, and *laissez-faire leadership* gives seven characteristic leadership factors. The first *transformational leadership* factor is (1) *idealised influence*, which is about the idea of being a strong role model as a leader, representing high standards of moral and ethical conduct. Secondly, the leader should promote (2) *inspirational motivation* by communicating high expectations of their employees and inspiring them to commit to a shared vision. Applying (3) *intellectual stimulation* can develop a more innovative and creative work environment. The last *transformational leadership* factor, (4) *individualised consideration*, means carefully listening and helping your followers through personal challenges and needs as a leader. The first *transactional leadership* factor (5) *contingent reward*, or constructive transaction, which translates to the exchange process between the leaders and the followers. For instance, the leader exchanges effort with reward (Northouse , 2019, p. 178). The last *transactional leadership* factor is (6) *management*

by *expectation*, which involves corrective transactions such as criticism, negative feedback, and reinforcement. The leader can actively or passively manage and correct their followers. Lastly, Bass' seventh factor is (7) *laissez-faire*, which is the non-leadership factor (Northouse, 2019, pp. 174-175).

3.4.2. Transformational leadership on gender and diversity

A more extensive and demographically diverse pool of candidates makes it easier to find talented people and facilitates more significant organisational success (Simon & Hoyt, 2019, p. 414). Promoting women into leadership roles can make the organisation more representative and contribute to more ethical, productive, innovative, and financial success. Additionally, female leadership is also associated with a higher level of collective intelligence and less conflict. However, for women to reach the top leadership positions, the organisations must change and facilitate this easier, according to Simon & Hoyt (2019, p. 412). Women successfully navigating and removing the barriers in Eagly & Carli's *leadership labyrinth* (see *Model 2.5*) increase the number of effective female leaders. A confluence of *factors promoting leadership effectiveness in female leaders* is illustrated in *Model 3.6* in this section.



Model 3.6.: Modified from Simon & Hoyt's "Factors for promoting leadership effectiveness" (2019, p. 413, Figure 15.2).

In short, the first central factor for more women in top leadership roles is changing the workplace norms and opportunities for development for women (*organisational level*). Also, important factors are more significant gender equity in domestic responsibilities (*societal level*) and more negotiation

power for women regarding balancing home and work responsibilities (*individual level*). Simon & Hoyt's last factor is the effectiveness and predominance of women-owned businesses and the change in the prejudice and incongruity between women and leadership (*interpersonal level*) (Simon & Hoyt, 2019, p. 414).

According to Hall (1972) the structural role redefinition approach is the most appealing for women regarding balancing work and home life (Simon & Hoyt, 2019, p. 412-413). In addition to this, the *transformational leadership* style is especially beneficial for women (Simon & Hoyt, 2019, p. 414). The leadership style is not traditionally masculine but instead characterised by considerate and supportive behaviour. Thus, the leadership style is more associated with feminine behavioural characteristics. The leadership role is increasingly viewed as less traditionally masculine and more androgynous. Some of the issues surrounding women bear similarities to those surrounding minorities regarding leadership (Simon & Hoyt, 2019, p. 416). For instance, *prejudice*, *stereotypes*, and *ethnocentrism* are typically obstacles to managing diversity. The latter, ethnocentrism, is when individuals place their own group at the centre of their view of the world, commonly linked to ethnicity, race or culture (Northouse, 2019, p. 434). This results in a close-minded and less tolerant environment, which prevents individuals from understanding each other and their cultures. Therefore, this can be a significant challenge for effective teamwork and leadership. A skilled leader must find ways to negotiate with her followers from various cultural backgrounds (Northouse, 2019, p. 435). Leadership also involves understanding the role of race, ethnicity, sexual orientation, and other types of diversity, in addition to interactive effects between race and gender, for instance (Simon & Hoyt, 2019, p. 416).

3.5. SUMMARY

This chapter includes the theoretical framework operated with in *Chapter 5* when analysing the cases NRK and Schibsted. First, the *AMEC integrated evaluation framework* can guide the process, from aligning goals to establishing a plan and then measuring the work's outputs, outtakes, outcomes, and impact. Therefore, this framework will summarise and overview NRK and Schibsted's strategy regarding diversity and how it has evolved from 2017 to 2021 (*SRQ1*). The *market model versus the public sphere model* is relevant when analysing the organisations regarding definition and approaches to diversity. In short, Croteau & Hoynes (2006) distinguish between a public and a *market model* in a comparative analysis of media systems. The two models can explain the similarities and differences between NRK and Schibsted as public and private media organisations.

This thesis' theoretical framework regarding organisational communication is based on Miller's (2015) *Organisational Communication*. For instance, Miller (2015) highlights some of the issues that usually occur when instituting the significant change most human resources programs require. Additionally, *Pfeffer's seven practices of successful organisations* illustrates how an organisation can successfully follow *Human Resources principles*, highlighting the vital role of organisational communication and structure. Cox and Blake (1991) identify *six spheres of activity* that a culturally diverse organisation must deal with. Also, according to Page (2007), the organisation must change its culture to learn the value of diversity to enhance the value of a diverse workplace successfully. Cox & Blake and Page's arguments are relevant when analysing Schibsted and NRK's activities to facilitate a multicultural organisation.

Lastly, regarding leadership theory, this thesis will rely on Northouse (2019). For instance, Bass (1985) developed an expanded and refined version of Burns' (1978) *transactional* and *transformational leadership* theory and House's (1976) *charismatic leadership* theory. Bass' version combines these theories and *laissez-faire* leadership which means the absence of leadership or non-leadership. The combined approach is practical when the organisation is transitioning to a more diverse workforce, especially regarding efficiency, morals, and values. *Transformational leadership* is about the leader and the follower transforming together, meaning a relationship where listening and learning from each other is essential. Also, the leadership style is especially beneficial for women and minorities. However, for women to reach the top leadership positions, the organisations must change and facilitate this. For instance, Simon & Hoyt (2019) describes factors *promoting leadership effectiveness in female leaders*, involving *organisational, societal, individual, and interpersonal levels*. Some of the issues surrounding women bear similarities to those surrounding minorities regarding leadership, such as prejudice, stereotypes, and ethnocentrism.

CHAPTER 4: METHODOLOGY AND MATERIAL

This chapter will introduce, elaborate, and argue for the chosen methodology for collecting material and data on the two cases, NRK and Schibsted. Before describing the chosen methodology, a short introduction to preparatory work and research is needed. The methodology chosen, *qualitative interviews* and *qualitative content analysis*, will be introduced and discussed before describing the material and data delimitation. Lastly, *ethical considerations, reliability* and *validity* are introduced and discussed before summarising this chapter.

4.1. METHOD INTRODUCTION

The first methodology chosen is *qualitative content analysis*. In other words, primary data analysis of documents, texts, images, audio files, and videos published of or about the two cases NRK and Schibsted. That is to say, the contents of various documents are reviewed systematically to find relevant information about the conditions being studied. The material included in this content analysis is published between 2017 and 2022. Relevant lectures, seminars, and conferences is also included. In addition, this thesis has access to guest lectures by representatives from the top management of both NRK and Schibsted. Secondly, *qualitative interviews* with NRK and Schibsted's top management from 2017 and 2021 are also included in this material. Considering that both NRK and Schibsted are media organisations, they use a lot of different platforms to communicate. Especially when it comes to strategy, organisational communication, and leadership regarding diversity, the organisations share various types of information in different ways. For instance, public reports, such as annual reports, provide good overviews of the organisations' strategies, goals, priorities, and definitions. Additionally, the interviews from 2017 and 2021 can give insight into how the published strategies are implemented. Also, the interviews from 2021 can give further insight on how, or if, the perspectives on diversity in 2017 have changed.

This material will include findings, and discussions from preparatory work, experiences, and access as a research assistant and master student at OsloMet. In short, this thesis is based on Moerlie & Vaagan's article *Diversity and Media in the Netherlands and Norway* (2019), my role as a research assistant for Vaagan in 2021, and my own published article *Schibsted and Diversity* (2022). First, Moerlie and Vaagan's article is chapter 9 in the book *Mediated Intercultural Communication in a Digital Age* (Atay & D'Silva, 2019). In addition, the research is also a part of the *European Media Cloud Campus project*, a three-year Erasmus+ strategic partnership project done from 2014 to 2017 (Moerlie & Vaagan, 2019, p. 147). The partnership consisted of five partner university programs in media and communication studies in Norway, the Netherlands, Germany, Denmark, and Turkey. Intercultural communication and cultural diversity in the media are essential aspects of this project. Also, Moerlie and Vaagan's article researched and analysed diversity and media in Norway by interviewing Schibsted and NRK between 2017. Therefore, Vaagan and Moerlie's work provides a good overview of the organisations' situation in 2017.

I was a research assistant for Vaagan in the spring term 2021. The role gave insight into how Schibsted and NRK define and work with diversity by participating in interviews with their management representatives in 2021. The intention of the interviews in 2021 was to update Moerlie and Vaagan's article and further research. The article about Schibsted and diversity was published in the spring term

2022 (Mosaker, 2022). This article is chapter 8 in the e-book *Innovative Teaching Methods*, edited by Lidia Pokrzycka and Robert W. Vaagan (Pokrzycka & Vaagan, 2022). The article compares Schibsted's interviews and annual reports from 2017 with updated interviews and annual reports from 2021. This master thesis will therefore include the analysis of Schibsted and an identical analysis of NRK.

4.3. QUALITATIVE INTERVIEWS

In connection with the research for the article *Diversity and Media in the Netherlands and Norway* (Moerlie & Vaagan, 2019), interviews were done with NRK and Schibsted in April 2017. The interviews lasted for about an hour each and were done by Vaagan with then research assistant Maylin Skjærmoen Kristiansen and Margret Stray-Pedersen. Interviewees were Olav A. Nyhus from NRK done 21. February 2017, and Tina Stiegler from Schibsted done 2. March 2021. Nyhus was *Director of Legal Affairs, Rights, and Human Resources*, which is part of the top management of NRK. Stiegler was *Executive Vice President for People and Strategy* at the time. The interviews' structure was based on an interview guide. It can be described as a conversation focused on Schibsted and NRK's definition of diversity and relevant recruitment and leadership strategies.

Later in my role as a research assistant for Vaagan during the spring semester of 2021, I participated in two new interviews with NRK and Schibsted. The interviews were done mainly to collect updated information regarding the topics discussed in the interviews in 2017 to produce an updated version of Moerlie and Vaagan's article. Unfortunately, due to various reasons, there has not been any update of the article from 2019 for the time being. Instead, the interviews are part of this thesis' material. The interviews provided new information about Schibsted and NRK's recruitment processes and policies regarding diversity, their definition of diversity, and their strategies for the future. Also, access to the interviews from 2017 and 2021 can give insight into how Schibsted and NRK have evolved regarding diversity. Therefore, the interviews will be used in this thesis for insight and to analyse Schibsted and NRK's progress, changes, and challenges from 2017 to 2021.

In the interview in 2021, I assisted as a research assistant. I was not involved in the interviews in 2017, yet this thesis has access to the transcript. The interviews lasted for about one hour each and were executed as *informal interviews*. Therefore, the interviews are flexible and evolve depending on what kind of information the respondents contribute (Grønmo, 2016, p. 167). Vaagan developed an interview guide before the interviews and led the interviews with me as an assistant. This interview method can also be used to interview several people simultaneously instead of one. The purpose is to

bring out a diversity of views and assessments. The interviews were also recorded, which were transcribed and sent to the participants for approval and possible correction.

The new interview with Schibsted was done 10. March 2021, with interviewees Mette Krogsrud (*EVP/Chief People & Corporate Affairs*) and Grethe Marie Malkmus (*Organisational Director in News Media*). Also, an interview was done again with NRK on 29. March 2021, with interviewees Olav Hypher (*Director of Organisation and HR*) and Karoline Høver-Hansen (*Head of recruitment, profiling, and diversity*). The interviews provided new information about Schibsted and NRK's ongoing recruitment processes and policies regarding diversity, their definition of diversity and inclusion, and their plans for further work in the future. The material used from the interviews in this analysis is collected with written consent from the interviewees.

4.4. QUALITATIVE CONTENT ANALYSIS

Qualitative content analysis means a systematic review and categorisation of documents to register data and information (Grønmo, 2016, p. 175). The analysis can consist of contents such as text, numbers, images, audio, or video documents. The content collected was published between 2017 and 2022. The content selection is also based on relevance regarding the thesis and research questions. This content collection includes *oral sources, public reports and documents, media coverage*, and information from *SEEMA diversity management conference 2021*.

Oral sources

In addition to the interviews with NRK and Schibsted, this thesis includes other oral sources regarding the content analysis. For instance, the master course *MEDK4100 Strategic Leadership in Organisational Communication* hosted several relevant guest lectures. The lectures were given for students in the master's program *Media Development* during the spring semester of 2021 at OsloMet. For example, a central leader from both NRK and Schibsted's top management presented a guest lecture in this master course. Therefore, these lectures are a part of this thesis material for analysing NRK and Schibsted regarding leadership and strategy. The lectures were titled *Leadership and organisational communication*, and both NRK and Schibsted presented on March 25th, 2021. The guest speakers were Kristin Skogen Lund, the CEO of Schibsted herself, and Andreas Norvik, *Director of Finance* at NRK.

Public reports and documents

Public reports published by NRK and Schibsted are also included in this thesis material. Both organisations publish annual reports that include strategies and measurements of their goal achievements. Also, Schibsted published its first *Sustainability Report* in 2020, which elaborates on the organisation's strategies regarding *diversity, inclusion and belonging* (Schibsted, 2021b). Also, 2020 was the first year NRK published the *Work for Equality and against Discrimination report* (NRK, 2021a). These additional reports give more detailed information and statistics relevant to this research context.

Other relevant documents published in the period 2017 to 2022 by NRK and Schibsted that are relevant for this context are included in the analysis. For instance, the NRK's *Articles of Association* and the *NRK Placard* are especially relevant to understanding NRK's legal framework. NRK's *Broadcasting Council* has about six to eight meetings each year, which are streamed on NRK TV. The streaming is published publicly for the Norwegian population, where the people's representatives discuss NRK's programs and discuss complaints (Kringkastingsrådet, 2022). Also, strategies and responsibilities listed in the *NRK Placard* are often discussed in the meetings and compared to how the organisation is implementing them in real life.

Media coverage

This thesis will analyse a selection of media coverage of Schibsted and NRK. The media coverage is limited to NRK and Schibsted regarding leadership, organisational communication and diversity published between 2017 to 2022. These are relevant external factors that also play a role in NRK and Schibsted's motivation to transform their organisation, recruitment policy and leadership. Several public interviews with NRK and Schibsted's employees are relevant for this research context. For example, *DN's* interview with Kristin Skogen Lund in 2021 (DN, 2021). The Norwegian news media, *DN*, has a column titled *Leaders about leadership*, where Schibsted's CEO was asked several questions regarding leadership. The interview gives insight into what leadership styles are used and accepted in Schibsted. Also, the podcast *Banebrytere*, launched in September 2021 by Claudia Antwi-Adjei Hedegaard, is relevant to this thesis analysis (Banebrytere, 2021a). For instance, in the podcast, Hedegaard interviews leaders in Norway with a multicultural background about their careers, ambitions, and experiences in Norwegian working life. The podcast's second and fifth episode are included in this thesis analysis, where Sumeet Singh Patpatia from Schibsted and Bahare Viken from NRK are separately interviewed. Singh Patpatia was recruited as Schibsted's first *Global Head of Diversity, Inclusion and Belonging* and had his first day 1st of September 2021 (Schibsted, 2021a).

In his podcast episode, he elaborates on his new leadership role, in addition to expectations and challenges. In Viken's episode, she elaborates on her new role as a leader for *NRK News's* work toward young people (Weiberg-Aurdal, 2021).

SEEMA Diversity management conference 2021

The conference *Mangfoldsledelse* (English: *Diversity Management*) is organised annually by the *SEEMA Center for Diversity Management* (Mangfoldsledelse, 2022). The conference brings together private, voluntary, and public organisations to discuss and present diversity-related work. *SEEMA* has worked with NRK and Schibsted regarding *diversity management* in their organisation. For instance, Schibsted lined up as a partner for the conference organised in 2021 and was represented on stage by Sumeet Singh Patpatia (Mangfoldsledelse, 2021). I attended the conference in 2021 for collecting material which will be included when analysing Schibsted. The material used from the conference in this analysis is collected with written consent from SEEMA.

4.5. VALIDITY & RELIABILITY

The method choice of *interview* and *qualitative content analysis* gives this study an *exploratory research design* (Gripsrud, Olsson & Silkoset, 2017, p.47). Therefore, the method choice is flexible and open to adapt when collecting new information. At the same time, the research is vulnerable to the researcher's influence. Due to its more subjective nature, it is often difficult to obtain high *reliability* or *replicability* in qualitative research. On the other hand, it benefits a high degree of *validity* (Hansen & Machin, 2019, p. 284).

The *qualitative content analysis* gives insight and information, while the *qualitative interviews* collect in-depth information and perspective from NRK and Schibsted's management. The interviews were recorded with all participants informed beforehand. The interviewees may be motivated to make their organisation appear in the best way possible and might be more careful due to the audio recording. Therefore, regarding *reasonably representativity*, the interviewees are naturally biased. Also, interviewees may be careful due to the discussion topic, which can be sensitive. As mentioned in the *literature review*, Bastiansen & Dahls (2019) argues that the diversity of opinion is threatened due to the fear, on an individual or organisational level, of becoming ridiculed, alienated, or banned for *political incorrectness* (p. 405). Then people avoid expressing themselves out of fear of being misunderstood or portrayed as racist. The interviewees are not anonymised, but this thesis is not using direct citation. Instead, the interviews are mainly to collect information, not personal opinions. This agreement has been discussed, and both NRK and Schibsted's interviewees have given written

consent via e-mail. Regarding *content analysis*, the researcher's perspective can also influence the selection and interpretation of the content (Grønmo, 2016, p. 180). *Selective perception* can lead to a narrow selection of texts and a one-sided interpretation of the content. Based on NRK and Schibsted as cases, one can gain insight into how the media industry in Norway evolves regarding diversity. However, regarding *generalisation*, these two cases alone cannot reflect the entire media industry (Skovsgaard & Svith, 2014, pp. 80-81). Instead, the findings in this analysis give us deep insight into NRK and Schibsted as cases.

Other qualitative research methods were considered for this context as well. For example, there was planned to do interviews with NRK and Schibsted in 2022, where the organisations' *diversity management* would have been the main focus. However, the interviews from 2017 and 2021 and the content analysis turned out to already give great insight regarding the topic. *In-depth interviews* with the employees at NRK and Schibsted regarding their perception of the organisations' *diversity management* and policies were also considered. For instance, this method could have given more detailed information about how employees consider their organisation's actions, initiatives, and programs. However, many employees have to be interviewed to make a *reasonably representative* sample in this research context. Also, there was a dialogue with NRK and Schibsted about using questionnaires. The idea was to send survey(s) to employees at NRK and Schibsted to collect data about the organisations' leadership styles. Several questionnaires were considered for the survey, especially Bass & Avolio's (2004) *Transformational Leadership Questionnaires (MLQ)* (Northouse, 2019, p. 192), *Adaptive Leadership Questionnaires* (Northouse, 2019, pp. 285-289), and *Authentic Leadership Questionnaires* (Northouse, 2019, pp. 220-221). The questionnaires contain different dimensions of the leadership approaches, using a scale of 1 to 4 (or 5) when rating a leader or management. It was also possible to "rate" how a leader or management operates a specific leadership style. These methods have been used in other research contexts, which opens the possibility of increased *reliability* to a degree. For instance, this thesis could have included a replicated research design to Kent et al. (2010) study of gender differences and *transformational leadership* behaviour of German men and women using the *Leadership Behaviour Inventory (LBI)*. However, this research design is both time and resource demanding. Also, several questionnaires are more adapted to the American work culture, which differs from the Norwegian. Therefore, due to topic choice and data sensitivity, this research design was eventually deselected.

4.6. ETHICAL CONSIDERATIONS

Ethical considerations are an essential part of this research context. Researchers are responsible for all participants involved in their research regarding informed consent, human dignity and fundamental equality (NESH, 2021, p. 9). This is especially important regarding sensitive subjects and topics, such as diversity, ethnicity, and gender. It is also important to emphasise that this master thesis is not assigned, and Schibsted and NRK are not clients in this research context (NESH, 2021, p. 10). Also, as a researcher, I do not have any personal relations with the media organisations besides this research context. This thesis is an independent case study, collaborating with NRK and Schibsted's employees and management for information and *in-depth interviews*. However, it is essential to be open and evaluate the possible conflicts of role and interests regarding the two media organisations' influence and size in the Norwegian media industry. *Stiftelsen Fritt Ord* and *DISCO (Diversity Studies Centre Oslo)* have also supported this research financially and, to an extent, academically.

This thesis is based on Robert W. Vaagan's previous research and guidance as a supervisor. Vaagan's involvement and influence are therefore natural in this research. For instance, the interviews in 2017 and 2021 were collected for another research context. The information and material in this research context are used with written consent and agreement with the involved parties. The interviewees are also employees in the management of two essential actors in the media industry in Norway with a position of power (NESH, 2021, p. 20). Public administration and private organisations should facilitate independent research on their business and data, as the general public has a legitimate interest in understanding how the institutions function regarding diversity (NESH, 2021, pp. 28-29). Still, it is important to clarify limitations, boundaries, and expectations regarding the research. It was agreed not to use direct quotes in this study but instead use the interviews for in-depth information. Quotes used in this thesis are collected from published content accessible to the public.

4.6. SUMMARY

The methodology chosen for this master thesis combines *qualitative interviews* and *qualitative content analysis*. First, the interviews were conducted in 2017 and 2021, including information about Schibsted and NRK's recruitment processes and policies regarding diversity, definition, and strategies. Therefore, the interviews will be used in this thesis for insight and to analyse Schibsted and NRK's progress, changes, and challenges from 2017 to 2021. The *content analysis* includes documents, texts, images, audio files, and videos published of or about the two cases NRK and Schibsted. The material included in this content analysis was published between 2017 and 2022. The material included in the *content analysis* consists of *oral sources, public reports and documents*, and

media coverage. Also, relevant information presented at *SEEMA's diversity management conference* arranged in 2021 is included. In short, this master thesis is based on Moerlie & Vaagan's article *Diversity and Media in the Netherlands and Norway* (2019), my role as a research assistant for Vaagan in 2021, and my own published article *Schibsted and Diversity* (2022). Therefore, this material will include material, findings, and discussions from preparatory work, experiences, and access as a research assistant and master's student at OsloMet.

CHAPTER 5: ANALYSIS AND DISCUSSION

The fifth chapter includes both an *analysis* and *discussion* of the theoretical framework (*Chapter 3*) and material and data collected for this research context (*Chapter 4*). This chapter is divided into two sections, separating Schibsted and NRK's analysis and discussion. First, both cases will be summarised by analysing how the organisations' strategies regarding diversity have evolved from 2017 to 2021 using the *AMEC framework*. Secondly, the organisations are analysed with Croteau & Hoynes' (2006) *market and public sphere model*. Next, both cases are analysed regarding approaches to a *successful multicultural organisation*, leadership styles, and *diversity management*.

5.1. SCHIBSTED

This section analyses and discuss data and material collected regarding Schibsted and diversity in the context of the thesis's theoretical framework.

5.1.1. THE AMEC FRAMEWORK: DIVERSITY STRATEGY 2017-2021

This section presents the *AMEC framework* used to analyse in what ways Schibsted's recruitment strategies regarding diversity have evolved from 2017 to 2021, illustrated in *Table 5.1*. This analysis is mainly based on preparatory work in the article *Schibsted and Diversity* (Mosaker, 2022) published in the e-book *Innovative Teaching Methods* (Pokrzycka & Vaagan, 2022).

PREPARATION	
1. ALIGN OBJECTIVES	
1A. ORGANISATIONAL OBJECTIVES	1B. COMMUNICATION OBJECTIVES
<p><i>Ambition (long term)</i></p> <ul style="list-style-type: none"> Ranked as the most diverse and equal employer within our segments. 	<ul style="list-style-type: none"> Expanding the definition of “diversity”, “inclusion” and “belonging” (leave the focus on geographical diversity)

<p>Linked SDG (sustainable development goals)</p> <p>Targets</p> <ul style="list-style-type: none"> • Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic, and public life (SDG 5.5) • Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies, and action in this regard (SDG 10.3). <p>Targets 2020</p> <ul style="list-style-type: none"> • Gender ratio of 60/40 in leadership (three levels) by the end of 2020. • Implement the diversity and inclusion policy. • Implement recruitment policy in everyday business operations. • Continue roll out of gender pay gap project. • Continue unconscious bias training for employees and leaders involved in recruitment. 	<ul style="list-style-type: none"> • Better communication of the importance of diversity in the organisation • Recruitment focusing on talent
<p>2. INFORM AND PREPARE COMMUNICATION</p>	
<p>2A. TARGET AUDIENCE</p>	<p>2B. STRATEGIC INPUTS</p>
<ul style="list-style-type: none"> • Employees at Schibsted • Future employees at Schibsted 	<ul style="list-style-type: none"> • Becoming more attractive as employers

<p>IMPLEMENTATION</p>	
<p>1. IMPLEMENTS</p>	
<p>3A. ACTIVITIES</p>	
<ul style="list-style-type: none"> • Bonus paid to leaders who help achieve the gender related goals • <i>Mentor program</i> • The <i>Change Makers</i> Program • Blind Interviews • Separate trainee programs and projects regarding diversity in Schibsted’s media houses • Diversity within meaningful journalism (in the Media Houses) • Implement the diversity and inclusion policy • Implement Schibsted’s recruitment policy in everyday business operations • Continue the rollout of the gender pay gap project • Continue unconscious bias training for employees and leaders involved in recruitment. • Collaboration with external parties, such as SEEMA 	

<p>MEASUREMENT & INSIGHTS</p>	
<p>1. MEASURE ACTIVITY</p>	
<p>4A. OUTPUTS</p>	

Pulse surveys	
5. AUDIENCE RESPONSE & EFFECTS	
5A. OUTTAKES	5B. OUTCOMES
<ul style="list-style-type: none"> • 2017: Accused by employees of housing a male-dominant culture. • 2017: Criticised for lack of recruitment of female leaders 	<ul style="list-style-type: none"> • 44% women in leadership • 2018: First Female CEO, Kristin Skogen Lund • 3/7 in corporate management are women • the levels below corporate management have a higher proportion of women than the corporate management. • Female editors in Schibsted's Norwegian media houses Aftenposten and Bergens Tidende. • 2021: Recruited their first <i>Head of Diversity, Inclusion and Belonging</i> • 2021: First <i>Sustainability Report</i> published
6. ORGANISATION & STAKEHOLDER EFFECTS	
6A. ORGANISATIONAL IMPACT	
<p>The 2020 process:</p> <ul style="list-style-type: none"> • The gender ratio target was reached during 2020. • Extended efforts to ensure a diverse workplace by implementing the recruitment policy and establishing a group initiative aimed at defining an action plan for how diversity, inclusion and belonging policy will be implemented over the coming years. • Unsuccessful in expanding the gender pay gap project (due to the corona crisis). • Did not arrange any training sessions in unconscious bias (due to the corona crisis). • Did not set performance benchmarks for Schibsted's segments (due to the corona crisis). <p>Targets 2021:</p> <ul style="list-style-type: none"> • Still expanding their definition of <i>diversity, inclusion, and belonging</i> in 2021. (Interview 2021) • Continue rollout of gender pay gap project. • Redefine and raise our ambition and targets on diversity, inclusion and belonging. • Establish a cross-functional project that will lead the work. • Map the current situation in three of our companies as pilots. • Map the current situation in all Schibsted through the employee engagement survey tool and a self-assessment tool. • Based on the mappings, define a plan to fill the potential gap between the ambition and targets and the current situation 	

Table 5.1.: Schibsted's recruitment strategies regarding diversity from 2017-2021 analysed in the AMEC framework

The preparation section:

Schibsted has described several (1A) *organisational objectives* in its public reports. In Schibsted's first *Sustainability Report*, published in 2020, several goals are listed in *Material aspects: Diversity, inclusion and belonging (previously Diversity and equality)* (Schibsted, 2021b, p. 29). These objectives were divided into three sections *Ambition (long-term)*, *Linked SDG Targets*, and *Target 2020*.

According to their *Sustainability Report 2020*, a long-term ambition for Schibsted is to be (1) “ranked as the most diverse and equal employer within our (Schibsted’s) segments” (Schibsted, 2021b, p. 29). Secondly, the *Linked SDG Targets* are especially linked to the *Sustainable Development goals (SDG) 5.5 and 10.3* (UN, 2022a). This is part of *United Nations’ 17 goals* regarding the *2030 Agenda for Sustainable Development* (UN, 2022a). *The Sustainability Report 2020* reads as follows: “To ensure our commitment and contribution to the UN Sustainable Development Goals (SDGs), we have aligned our activities and opportunities with the SDG Targets” (Schibsted, 2021b, p. 14). The 5.5 goal is to “Ensure women’s full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life” (UN, 2022b), while 10.3 is to “Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard” (UN, 2022c). Finally, the first *Targets 2020* goal goes: (2) “Gender ratio of 60/40 in leadership (three levels) by the end of 2020”. The goal was set in 2017 and is one of the most important goals for the organisation to reach by the end of 2020 (M. Krogsrud, personal communication, 10. March 2021). Also, internal training in diversity and certifying leaders in diversity skills development is one of the most important focuses in the organisations in 2020. A fundamental prerequisite to increasing diversity is increasing the leaders' competence to lead diversity and understand the whole concept.

Several sources describe (*IB*) *communication objectives* regarding internal and external values of the organisation, such as: (1) *Expanding the definition of diversity, inclusion, and belonging (leave the focus on geographical diversity)*, (2) *better communication of the importance of diversity in the organisation*, (3) *centralise talent regarding development and recruiting*, and (4) *train leaders in diversity competence*. The first two *communication objectives* are related to the organisation's significant development regarding the gender balance internally since 2017. This development is due to concrete target figures and structured strategies to achieve their goals. However, Schibsted wants to expand its definition of diversity. Thus, a definition not solely focused on gender balance nor geography (as in 2017). In 2020, diversity to Schibsted was more about personality, competence, and language, yet also emotional and cognitive approaches. Schibsted sees as a great potential to work with *diversity management* and create value of using all the differences that people consciously represent. Recruiting diverse teams is demanding yet beneficial. Additionally, the *Future Reports* and the *Sustainability Report* for 2020 describes that Schibsted has, since 2017, implemented several tools to structure the way they recruit. The focus has shifted to the candidate's talent instead of other demographic factors.

Finally, the (2A) *target audience* for Schibsted's recruitment strategy regarding diversity is the current employees at Schibsted, in addition to potential future employees. Also, the *Schibsted Sustainability Report* points out that Schibsted wants to become "(...) more attractive as employers" (Schibsted, 2021b, p. 27). This is an important (2B) *strategic input* when analysing Schibsted's recruitment strategy. Schibsted has expressed through several activities and initiatives that young talent is especially wanted in the organisation, which is described in this *AMEC framework's implementation section*.

The implementation section:

The *implementation section* includes the (3A) *activities* carried out to reach the organisational and communications goals. First, *the bonus paid to leaders who help achieve the gender-related goals* is an action worth mentioning, which was very effective. This action clarified to the rest of the organisation that diversity was essential and should be taken seriously (M. Krogsrud, personal communication, 10. March 2021). Also, *the Mentor program* and the *Change Makers* program train Schibsted's employees and leaders regarding sustainability and diversity. For instance, during the *Change Makers* program, the participants will complete a course in sustainable business management. Section 5.1.3 in this paper further elaborates Schibsted's programs. Next, *blind interviews* is an action implemented to minimise bias and discrimination when recruiting in the organisation (Schibsted, 2018, p. 54) . Blind interviews mean solely focusing on the applicant's skills, by for instance removing names, pictures, and personal information about the applications. For instance, Schibsted used this technique when recruiting for Schibsted's trainee program in 2020, with more than 2000 applicants. Section 5.1.5 in this thesis further elaborates Schibsted's recruitment strategy. Also, Schibsted has implemented separate trainee programs and projects regarding diversity in Schibsted's media houses. For example, VG have implemented projects where the goal was to identify more diversity in meaningful journalism. Additionally, the *Sustainability Report 2020* describes actions implemented regarding diversity in the *Material aspect: Diversity, inclusion and belonging (previously Diversity and equality)* (Schibsted, 2021b, p. 29). The activities are: *Implement the diversity and inclusion policy, implement Schibsted's recruitment policy in everyday business operations, continue the rollout of the gender pay gap project, and continue unconscious bias training for employees and leaders involved in recruitment*. Schibsted has also collaborated with *SEEMA* regarding *diversity management* in their organisation. For instance, Schibsted lined up as a partner for the conference organised in 2021 and was represented on stage by their *Head of Diversity, Inclusion and Belonging*, Sumeet Singh Patpatia (Mangfoldsledelse, 2021).

The measurement & insights section:

The last part of the framework, *measurement and insights*, includes (4) *measure activities* and (4A) *outputs*. This section will describe how Schibsted measures and collects information about their employees' attitudes in this research context. Regarding this, Schibsted uses *pulse surveys* internally to gain insight into their employees' needs and attitudes. For instance, a *pulse survey* clarified some essential needs in the organisation during the corona pandemic in 2020. For example, the survey showed that Schibsted's employees needed a sense of belonging through interaction with colleagues, information sharing, well-being, and leadership (Schibsted, 2020a, p. 50).

Next, the framework's section (5) *audience response & effects* includes (5A) *outrages* and (5B) *outcomes*. Regarding *outrages*, employees at Schibsted's organisations have previously expressed dissatisfaction with Schibsted's recruiting method. Both voices from their own media houses and others in the media industry criticised Schibsted, especially in 2017. For example, Schibsted was accused in the media of not recruiting female leaders (FVN, 2017), favouring male candidates (ABC Nyheter, 2017), and housing a male-dominant organisation culture (Mathisen, 2017). Therefore, the current and potential employees' response to the new actions regarding Schibsted's recruitment strategy can be believed more satisfied today compared to 2017, to a certain extent. *Outputs* are best interpreted as directional, while outcomes are the goal because it means changes in beliefs, attitudes, or behaviour. Schibsted managed to reach the 40/60 gender ratio target with 44 per cent women in leadership (Schibsted, 2021b, p. 29). Additionally, Schibsted recruited their first female CEO, Kristin Skogen Lund, in 2018 (Jordheim, Haugen, & Nordstrøm, 2018). Also, 3/7 in corporate management are women, and the levels below corporate management have a higher proportion of women than the corporate management (M. Krogsrud, personal communication, 10. March 2021). In 2021, there are also female editors in Schibsted's Norwegian media houses *Aftenposten* and *Bergens Tidende*. In addition to the gender ratio, Schibsted expanded its definition and strategy on *diversity, inclusion, and belonging* (Schibsted, 2021b, p. 29). For instance, in 2021, the organisation recruited their first Head of Diversity, Inclusion and Belonging, Sumeet Singh Patpatia (Schibsted, 2021a). Also, the same year, Schibsted published their first *Sustainability Report* for 2020, including their strategy for *diversity, inclusion, and belonging* (Schibsted, 2021b, p. 29). The *Future Report 2022* describes this role as “[...] the first step to establish a group-wide approach to the question on how Schibsted can create competitive advantage through an inclusive culture.” (Schibsted, 2021c, p. 68)

Finally, the last section of the AMEC is *organisation & stakeholders effect*, including the organisational impact. Schibsted describes the process and impact of the *diversity, inclusion, and belonging strategy* in the *Sustainability Report 2020*:

The gender ratio target for our managers, which was set by Schibsted's board in 2017, was reached during 2020. We also extended our efforts to ensure a diverse workplace by implementing our recruitment policy and establishing a group initiative aimed at defining an action plan for how our diversity and inclusion policy will be implemented over the coming years. As a result of a change in priorities due to the pandemic, we did not succeed in expanding our gender pay gap project, arranging any training sessions in unconscious bias or setting performance benchmarks for our segments. (Schibsted, 2021b, p. 29).

Since 2017, gender has been the focus of Schibsted's objectives regarding diversity and recruitment (Mosaker, 2022, p. 130). However, as reports and oral sources have stated, they are working on a *diversity, inclusion and belonging* strategy, expanding their definition of diversity beyond gender and geography. Still, some objectives, such as the gender pay gap project and other training of their employees, were not met due to the corona crisis (Schibsted, 2021b). As a result, Schibsted has stated new targets for the coming year of 2021. Going forward, the organisation will keep expanding their definition of *diversity, inclusion, and belonging* in 2021 (M. Krogsrud, personal communication, 10. March 2021). Additional targets for Schibsted regarding diversity and recruitment set for 2021 are: (2) *Continue rollout of gender pay gap project*, (3) *redefine and raise our ambition and targets on diversity, inclusion and belonging*, (4) *establish a cross-functional project that will lead the work*, (5) *map the current situation in three of our companies as pilots*, (6) *map the current situation in all Schibsted through the employee engagement survey tool and a self-assessment tool*, (7) *based on the mappings, define a plan to fill the potential gap between the ambition and targets and the current situation* (Schibsted, 2021b, p. 29).

5.1.2. DEFINITION OF DIVERSITY AND THE MARKET MODEL

Schibsted's definition of diversity is central because it reflects the organisation's actions and values regarding recruitment strategy. According to Croteau & Hoynes' (2006), the *market model versus the public sphere model*, success for Schibsted is more about creating profit, not serving the public like NRK, for instance (Vaagan, 2015, p. 81). The organisation is Norway's largest private media house and naturally falls under the *market model*. Analysing Schibsted's definition of diversity with the *market model* can give insight into the organisation's motivation and value regarding diversity. According to the *market model*, the main goal is to generate profit for owners from their consumers (audience). For example, in his doctoral dissertation, Barland (2012) addresses the two Schibsted newspapers, *VG* and *Swedish Aftonbladet* (Vaagan, 2015, p. 86). The results showed that it is not

journalistic priorities but market considerations that determine content and editorial product development to a more significant extent. Also, Barland points out that a conflict in the future between journalism and other media activities will become more visible in the organisation in the future.

In 2017, regional considerations were essential to Schibsted's understanding of diversity, according to Tina Stiegler (personal communication, 2. March 2017). For instance, geographical diversity was essential to their definition due to their positioning in more than 30 countries in 2017. In addition, gender and culture were the organisation's considerations in their recruitment policy (Moerlie & Vaagan, 2019, p. 157). Also, Schibsted's objectives for 2020 are most of all focused on gender. The *Sustainability Report* briefly mentions ethnicity, culture, and background, and the data collected is mostly regarding gender (Schibsted, 2022c). Schibsted focused on developing a more gender-balanced organisation in 2017, which they achieved by the end of 2020 (Schibsted, 2021b, p. 29). Also, Schibsted went from being positioned in 33 countries in 2017 to only five countries in 2021. In 2020, most of their employees are Scandinavians; 3,046 in Norway and 1,641 in Sweden, while the remaining 405 employees are in Finland, Poland, and *other* countries (Schibsted, 2021b, p. 25). Therefore, Schibsted has left the geographical factor behind when defining diversity.

In 2021, personality, competence, language, emotional and cognitive approaches became essential. Schibsted sees it as a significant potential to work with *diversity management* in the organisation and create value by using all the differences people consciously represent. For instance, Sumeet Singh Patpatia (*Head of Diversity, Inclusion and Belonging*) points out that inclusion matters, and it is easy to lose sight of diversity from the traditional perspective (Schibsted, 2021c, p. 54). Also, it is demanding to put together more diverse teams. However, the organisation will create significant value and innovation. In the future, Schibsted strives to train its leaders in diversity competence to operate with a more "mature" definition and expand their view on a diverse organisation, such as the *Change Makers* programme. Also, this mission and society's diversity must be *reflected in their products*, according to Grethe Marie Malkmus (*Organisational Director for News Media* in Schibsted) (personal communication, 10. March 2021). Also, Schibsted's *Sustainability Report* includes the *diversity, inclusion, and belonging* strategy, because Schibsted defines *sustainability* as *societal and environmental impact* (Schibsted, 2021b, p. 12).

Croteau & Hoynes' (2006) *market model* describes the view of innovation and variation as possible threats to profitable business models and a possible strategy for new niche markets. For instance, Ann Axelsson (Senior Product Manager, Strategic Communications) commented in the *Future Report 2022* that Schibsted "[...] need to act proactively to achieve a more diverse workforce [...] we will

lose our competitive edge if we do not". (Schibsted, 2021c, p. 54). Axelsson further argues that this is crucial for attracting the best talents, developing products, and innovation. Sumeet Singh Patpatia argues that many companies have a challenge in reflecting the general population. According to Singh Patpatia: "If we always recruit people who are like ourselves, we will have a problem; we will miss out on a lot of the talent out there". (Schibsted, 2021c, p. 54). He also stresses the importance of including different perspectives in product development, innovation, and entering new markets.

5.1.3. A SUCCESSFUL AND MULTICULTURAL ORGANISATION

Successful organisation activities

Pfeffer's seven practices of successful organisations can help analyse Schibsted regarding *Human Resources principles* (See *Table 3.3*). Pfeffer's practices can give an overview of how Schibsted practically implements diversity regarding organisational communication. Schibsted analysed with *Pfeffer's seven practices of successful organisations* is illustrated in *Table 5.2* in this section. First, Schibsted does, through their programmes and projects, train its employees to become a part of their organisational shared values, developing a shared understanding of the organisation (*1. Employment security*) (Mosaker, 2022, p. 127). By doing this, the organisation can train employees to identify problems in the workplace and contribute to innovative solutions (*5. Extensive training*). Also, the *Change Makers* are valuable ambassadors for Schibsted to promote their sustainability agenda both internally and externally (G. M. , Malkmus , personal communication, 10. March 2021). Schibsted rewards those who work with the organisation to achieve their organisational and communication goals, to motivate their employees (*4. Comparatively high and contingent compensation*). An example of this is the bonus paid to leaders who contribute to gender balance at Schibsted. By operating with fair (*2 selective hiring* based on talent, Schibsted can recruit employees more fit for their ambitions and more "mature" values in 2021. Next, a team-based work environment can create better solutions through innovation for the organisation (*3. Self-managed teams and decentralisation*). As Skogen Lund said herself, you need to include more people to get innovation, good ideas, and solutions, rather than strive to slam dunk by yourself. (K. Skogen Lund, personal communication, 25 March 2021). Schibsted values input from their employees to find new solutions and ideas and make the employees feel valued (*6. Reducing status differences*). Finally, Pfeffer's seventh practice, (*7 sharing information*), is the key to successful communication in an organisation. For example, Schibsted's previous CEO in 2018, Raoul Grünthal, expressed that Schibsted wanted to be more transparent about future ambitions. Schibsted's current CEO, Kristin Skogen Lund, confirms this by stressing that trust and transparency are the most critical leadership and organisational communication values at Schibsted (K. Skogen Lund, personal communication, 25 March 2021).

Practice	Description
1. Employment security	<ul style="list-style-type: none"> • Programmes and projects • Train employees to become a part of organisational shared values • developing a shared understanding
2. Selective hiring	<ul style="list-style-type: none"> • Recruiting based on talent
3. Self-managed teams and decentralisation	<ul style="list-style-type: none"> • team-based work environment • including employees regarding innovation, good ideas, and solutions.
4. Comparatively high and contingent compensation	<ul style="list-style-type: none"> • Schibsted rewards those who contribute to organisational and communication goals, • Motivate employees • Bonus paid to leaders who contribute to gender balance at Schibsted.
5. Extensive training	<ul style="list-style-type: none"> • Train employees to identify problems in the workplace • Contribute to innovative solutions • Ambassadors
6. Reduction of status differences	<ul style="list-style-type: none"> • Schibsted strives to be a bottom-up organisation. • Values input from their employees
7. Sharing information	<ul style="list-style-type: none"> • Transparent about future ambitions. • Trust and transparency valued

Table 5.2: Schibsted analysed with Pfeffer's "Seven practices of successful organisations" (Miller, 2015, p. 55, Table 3.2)

In her guest lecture, CEO Kristin Skogen Lund described Schibsted's organisational structure as not top-down but bottom-up (personal communication, 25 March 2021). In addition, she describes the organisation's foundation with "how we work together". The goal is not to *slam dunk*, as she described it, but to work as a team, like in the *Human Resources approach*. Further on, *Human Resources* theorists desire to maximise the organisation's productivity by using adaptive communication channels. Schibsted has, as Skogen Lund mentioned, a balance that combines traditional values with new ones, including digitalisation and distribution. For instance, Skogen Lund describes herself as old-fashioned for preferring e-mail for organisational communication (DN, 2021). However, she also argues that Schibsted uses a lot of different communication channels, most likely adjusted to the topic, setting, project and people involved. The choice of different channels might be overwhelming or even unnecessary to some in the organisation. Still, it is essential in a contemporary organisation to facilitate participation and dialogue in the workplace for everyone, which can result in a more stable shared vision for the whole organisation, in addition to team learning, according to Senge's *Learning Organisations approach* (Miller, 2015, p. 53).

Recruitment strategy regarding diversity

The recruitment strategy directly results from how Schibsted defines and values diversity in their company. In 2017, Schibsted's recruitment strategy included diversity to a small degree (T. Stiegler, personal communication, 2. March 2017). This recruitment strategy was the same for every company

included in Schibsted's organisation. Then, in the *Sustainability Report 2020*, Schibsted described that the long-term ambition was to be *ranked as the most diverse and equal employer within (their) segment* (Schibsted, 2021b, p. 29). The *diversity, inclusion and belonging* strategy for 2021 also includes the target "redefine and raise (their) ambition and targets on diversity, inclusion and belonging". The target can be interpreted as an ambition to expand their definition and strategy regarding recruitment.

In 2017, editor of *VG*, Hanne Skartveit, criticised Schibsted for only recruiting two women of 11 in their top management group (Mathisen, 2017). Skartveit accused the organisation of housing a male-dominant culture which weakened Schibsted's reputation. Other titles in the media coverage of Schibsted in 2017 included "Schibsted top management challenged on lack of recruitment of women" (FVN, 2017) and "Schibsted hand-picked man for leadership position" (ABC Nyheter, 2017). However, Schibsted made headlines again the following year when implementing the 40/60 gender balance goal (Michalsen, 2018). Schibsted then made several significant changes in its strategy and values, especially in 2018. For instance, CEO of Schibsted in 2018, Raoul Grünthal, commented that it was positive that Schibsted was now clearer and more transparent about what it wants to achieve (Michalsen, 2018).

In 2020, a long-term project for implementing a diversity and inclusion policy was launched (Schibsted, 2021b, p. 26). The action plan regarding this project focused on unlocking potential in a diverse workforce. For example, training in unconscious bias was provided for 599 employees in 2018 and 183 in 2019. Unfortunately, due to other necessary use of resources during the corona pandemic, no training was provided in 2020. Additionally, Schibsted's trainee programs for recruiting more multicultural competence in their media houses also attracted media attention (Aarli-Grøndalen, 2020). The ambition was to educate journalists to contribute with diverse perspectives in their news coverage. The goal was to have four trainees in place in spring 2021, one in all four of Schibsted's media houses. In 2020, Schibsted reached the 40/60 gender ratio target in the three top management levels, with a proportion of women of 44 per cent (Schibsted, 2021b, p. 27). The proportion of women in management groups in Schibsted's organisations was 38 per cent, while the proportion among other managers was 42 per cent. However, due to the pandemic in 2020, they were unsuccessful in expanding their gender pay gap project 2020 (Schibsted, 2021b, p. 29). This project continued in 2021 with a new implemented online tool that improves the quality of potential gender pay gap mapping. Schibsted is currently expanding and evolving its *diversity, inclusion, and belonging* strategy. For instance, in 2021, Schibsted recruited its first *Head of Diversity, Inclusion and*

Belonging, Sumeet Sing Patpatia (Schibsted, 2021a). Schibsted established the role to ensure that the organisation maintains diversity competency and maturity (Schibsted, 2021c, p. 54).

Talent is repeatably mentioned in the *Future Reports* as essential to Schibsted. For instance, Lena Berlin Stålhammer (*Head of Talent Acquisition in Media Division* in 2019) expresses in the *Future Report 2019* that she “[...] looks forward to being part of future-proofing recruitment in Schibsted by working more data-driven” (Schibsted, 2018, p. 45). She refers to a significant change in Schibsted’s recruitment, where the power now lies with the candidates. Lena and her team worked on implementing a tool measuring candidates’ experiences, giving Schibsted input on how to improve in 2018-2019. As a result, Schibsted established a training program for leaders on handling recruitments. Schibsted mentions software programmes and marketplaces like *GapJumpers*, *Textio*, and *Search Party*, which filters out talent when recruiting regardless of gender and ethnicity (Schibsted, 2018, p. 54). In addition, they facilitate *blind interviews* by solely focusing on the applicant’s skills and removing names and pictures in the applications. For instance, *Textio* is a tool that helps write job descriptions with less gender-associated words. As a result, the number of female applications and employees increased. The recruitment policy promotes *diversity, inclusion and belonging* by encouraging managers to build more diverse teams in 2020 (Schibsted, 2021b, p. 26). Also, the recruitment process should be equal, fair, unbiased, and inclusive.

In the *Future Report 2022*, Siv Juvik Tveitnes (*Head of the media division* in Schibsted) defines six battles *News Media* must win in the future (Schibsted, 2021c, p. 77). One of these goals is (5) *grow our people and attract talent*. Tveitnes argues that the competition for talent is intense, yet also extremely important. She points out that Schibsted must be in a position where it can attract the best people while developing those we already have. Also, Schibsted must have a clear plan in place for recruitment, competence development, leadership development and career planning, according to Tveitnes. She stresses that “[d]iversity and inclusion are also high on [Schibsted’s] agenda [...]. We have improvement potential that we take very seriously.” (Schibsted, 2021c, p. 77).

Programs and activities in a culturally diverse organisation

Cox and Blake's (1991) *six spheres of activity* illustrate several points about working life in a diverse or multicultural organisation, which involve both attitude and action. The spheres can be used to analyse Schibsted activities, such as programs, to facilitate a multicultural organisation. Most importantly, employees and leaders must become knowledgeable about the needs and contributions of diverse organisational members.

Schibsted has implemented several (1) *education programmes* to train both leaders and employees to become a more sustainable and diverse organisation. Thus, (3) *create an organisational culture that values diversity in itself* in addition to (4) *diverse perspectives*. Examples of these programmes are the *Change Makers* program implemented in 2018 (Schibsted, 2018, p. 55) and the *Mentor program* implemented in 2017 (Moerlie & Vaagan, 2019, p. 161). However, some issues may occur when organisations go through transitions with significant changes, such as implementing these programmes (Miller, 2015, pp. 56-57). The responsibility for change lies on the top management. However, several small changes make the difference, and the people make these changes, according to Skogen Lund (personal communication, 25. March 2021). Change takes time, especially in an organisation with more than 5,000 employees (Schibsted, 2021b, p. 25). However, as we see in Schibsted's *AMEC (Table 5.1)*, Schibsted's programmes are activities that have contributed to a significant change in the organisation. According to Page (2007), the organisation must change its culture to learn the value of diversity, to successfully enhance the value of a diverse workplace (Miller, 2015, p. 230). However, according to Miller (2015), the organisation must facilitate the translation process, which refers to implementing and operating with a new *language*. For instance, in 2017, diversity was referred to mainly regarding the gender balance in the organisation. Another example is how Schibsted, in 2017, used to refer to a *diversity and inclusion policy*, which is the *diversity, inclusion and belonging policy* in 2021 (Schibsted, 2021b, p. 29).

To achieve the long-term goal of improving gender equality in the organisation, Schibsted established a pilot mentor program (Moerlie & Vaagan, 2019, p. 161). In this program, the board members are mentors for a group of 20 mid-level leaders. The *Future Report 2019* says that "[...] diversity and inclusion became a topic of high priority in 2018", when the *Change Makers* program was born (Schibsted, 2018, p. 55). This program consists of online education at Cambridge University, then assigned work on projects within Schibsted. During the program, the participants will complete a course in sustainable business management (Schibsted, 2021b, p. 15). One of the *Change Makers*, Niklas Hermansson (*CFO of Prisjakt Group* in Schibsted), expressed that the program opened his eyes. To him, it became apparent how sustainability is not just about the environment but also "[...] societal impact, equality, how we can work smarter, the perspective is broad" (Schibsted, 2020a, p. 47). Also, *Schibsted Connect* is a program where students from universities in Norway and Sweden are matched with a *Schibsted buddy*. The Schibsted buddies then share knowledge and experiences, evolving together. For instance, Kamilla Abrahamsen (Employer Branding Coordinator at Schibsted) says that the program's purpose is "[...] a win-win situation where both the student and the Schibsted employee will learn and develop". (Schibsted, 2020a, p. 47).

Schibsted relies on four core values: (1) *We have integrity*, (2) *We are innovative*, (3) *We are a team*, and (4) *We are here to win* (Schibsted, 2020b, p. 3). The organisation's values can reflect Senge's ideal way of running a contemporary organisation today, sharing values with the *learning and knowledge organisation* approaches (Miller, 2015, p. 53). In the *Future Report 2022*, Krogsrud argues that the main reason employees leave an organisation, and the primary reason they join are career opportunities (Schibsted, 2021c, p. 68). Also, she points out that Schibsted has taken the first steps in building a *learning organisation*, described as a more sustainable approach for the future. Krogsrud further argues that "[a]cquiring learnability and providing unproven talent with great learning opportunities and career paths are keys to success to attract and retain talent." Schibsted's learning organisation strategy includes: (1) *Dedicated time for development (ten per cent within tech)*, (2) *sharing learning processes and practices through common learning platforms*, (3) *strategic plans for competence development for all employees*, (4) *increasing the level of cross-Schibsted employee mobility*, and (5) *from industry to graduate hire at scale*.

Also, working hours have increased as more people work from home as a result of to the pandemic in 2020. Krogsrud argues that "[...] there will be a need for better policies tracking that people do not overextend themselves. Some such policies could extend to time-tracking software, although many employees believe this would lower morale." (Schibsted, 2021c, p. 68). However, Krogsrud also argues that the possibilities for diversity increase with remote work possibilities (Schibsted, 2021c, p. 68). In addition to being able to hire talent from anywhere, it also (5) *creates work options that ease the conflict between job and family*. Easing the *work-home conflict* supports a diverse workforce with different needs (Northouse , 2019, p. 405).

5.1.5. LEADERSHIP STYLE AND DIVERSITY MANAGEMENT

Transformational leadership

The leadership approach *transformational leadership* is useful when the organisation is transitioning, for example to a more diverse workforce. Schibsted's leadership styles regarding diversity can therefore be analysed by using characteristics from this leadership approach. For instance, in the *Future Report 2022*, Håkan Halvarsson (SvP People & Culture) argues that "[i]f our leaders and our culture could instead view individual uniqueness as a strength and let all people blossom to their full potential, I'm convinced that more success will come to all of us!" (Schibsted, 2021c, p. 49). *Transformational leadership* is about the leader and the follower transforming together, meaning a relationship where listening and learning from each other is important. *Transformational leadership*

matches Krogsrud's description of Schibsted evolving a *learning organisations* culture (Schibsted, 2021c, p. 68).

Krogsrud points out that those organisations with superior leadership outperform other organisations on the talent agenda (Schibsted, 2021c, p. 68). Schibsted's leaders are role models and "[...] key drivers of culture as well as the strategic agenda", according to Krogsrud. Like the first *transformational leadership* factor, (1) *idealised influence*, a leaders are a strong role model, representing high standards of moral and ethical conduct. Kristin Skogen points out thrust and transparency as essential values regarding leadership and communication (personal communication, 25. March 2021). Also, continuous leadership training and programs to build on Schibsted's principles and group strategy is central in the future, according to Krogsrud (Schibsted, 2021c, p. 68).

Skogen Lund uses the leadership principle 5-15-80: 5 per cent effort to a good strategy, 15 per cent effort to the position, and 80 per cent effort goes to the implementation. According to Skogen Lund, a good strategy can be copied and is not the most critical part of leadership. A position can be lost quickly, depending on reputation. Therefore, a leader should be aware of this and avoid becoming defensive. Moreover, the implementation is all about empowering the people, which cannot be copied. She also stresses that several small changes make the difference, and the people make these differences. It is also essential to be bold and go further than the expectations already there as a leader. Skogen Lund therefore promotes (2) *inspirational motivation*, by communicating high expectations of employees, and inspire them so commit to a shared vision. If a leader wants to achieve success, he or she must do something new to maximise potential and be ahead of the game. A leader should not sit and wait for an obvious solution.

Skogen Lund introduces the term *slam dunk*., which refers to somebody who only wishes to score herself. A talented employee may not necessarily become a good leader. A leader's job is to distribute responsibility and trust, not to hold on to control. Also, the inclusion of others will result in good ideas, solutions, and innovation. Applying (3) *intellectual stimulation* can develop a more innovative and creative work environment. Finally, she says that it is essential that others want the leader to succeed. Those who succeed are brave, seek challenges, and do not stay within their comfort zone. Also, in her guest lecture, she included an illustration of how Schibsted is structured, with the three divisions: (1) *Foundation: how we work together*, (2) *Portfolio of brands & businesses: How we grow*, and (3) *Purpose: who we are* (see *Illustration 5.3*). She comments that the company's structure is not *top-down* but *bottom-up*. As Skogen Lund put it; put the money where the potential is. This is especially important for maintaining balance and improve effectivity and innovation in a diverse

workforce, using the full potential of the employees and leaders. The first *transactional leadership* factor (5) *contingent reward*, or *constructive transaction*, translates to the exchange process between the leaders and the followers (Northouse, 2019, p. 178). For instance, where effort and initiative are exchanged with reward.

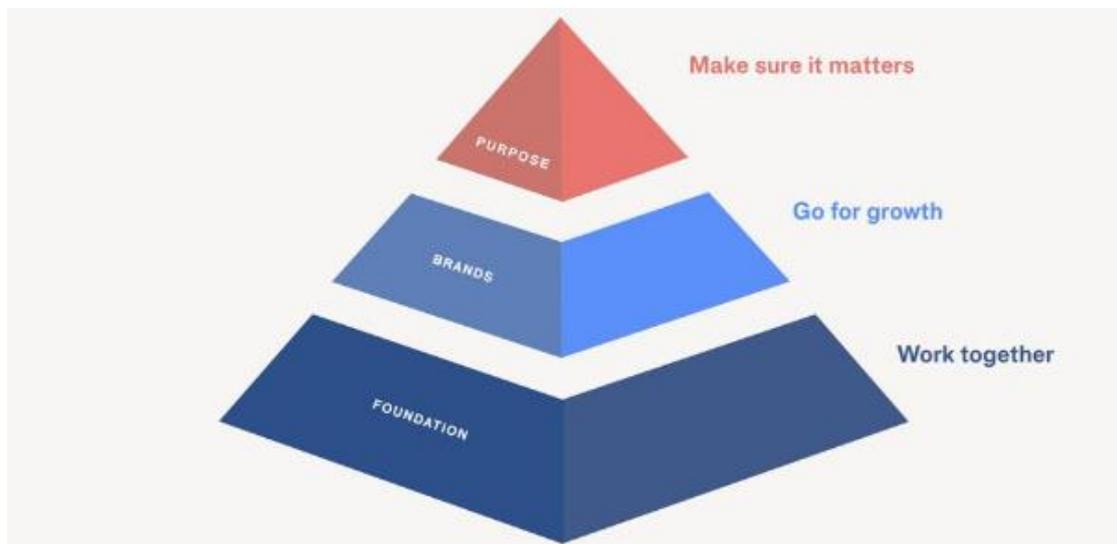


Illustration 5.3: “This is Schibsted”, presented by Kristin Skogen Lund in guest lecture, March 25th, 2021.

The last *transformational leadership* factor, (4) *individualised consideration* means carefully listening and helping your followers through personal challenges and needs as a leader. For instance, Krogsrud praises her CEO, Kristin Skogen Lund, for her speech to her employees at the beginning of the corona pandemic. In this speech, Skogen Lund encourages Schibsted's employees to be safe and look after each other, and that they will get through it together (Schibsted, 2020a, p. 50). Lastly, Krogsrud mentions pulse surveys they used the past year to identify some areas that were the most important to her colleagues during the crisis, which included: A sense of belonging through interaction with colleagues, information sharing, well-being, and leadership. She also gives input on leadership under pressure during the corona pandemic and uses Milton Friedman's quote: "Only in a crisis, actual or perceived, produces real change" (Schibsted, 2020a, p. 48). Krogsrud describes four behaviours in leaders and their teams to move forward in a crisis, developed by Nichols, Chatterjee Hayden, and Trendler in Harvard Business Review: Leaders must (1) *decide with speed over precision*, (2) *reliably deliver*, (3) *engage for impact*, and (4) *adapt boldly*.

Skogen Lund expressed similar values in the interview with the Norwegian news media *DN* in 2021, titled *Leaders about leadership* (DN, 2021). In the interview, when asked, "how do you recognise a leader talent?" Skogen Lund answered that she spots someone who thinks more challenging, manages to think new thoughts, encourages new ideas, and takes the initiative. Next, she says that it is not

always about a good resume or education but more about the person. When asked: "are you the leading type?" Skogen Lund answers yes, and that this is something she discovered over time. When asked about myths regarding leadership, she also adds that a female leader does not have to be like a male leader. According to Skogen Lund, there are no differences between male and female leaders. Lastly, when asked about her preferred work tool in Schibsted, she answers that she is a mail person. She adds that Schibsted is working through *Slack* and all sorts of channels. The working tool *Slack* is an online platform that works with ongoing projects combined with chatrooms and face-to-face video chats (Slack, 2022).

The last *transactional leadership* factor is (6) *management by expectation*, which involves corrective transactions such as criticism, negative feedback, and reinforcement. Thus, the leader can actively or passively manage and correct their employees. For instance, Skogen Lund characterises leadership with the ability to do more than expected and maximise potential to achieve success. Similarly, this can relate to House's *Charismatic Leadership Theory*, with the personality characteristics: Dominant, desire to influence, self-confidence and strong moral values. In her behaviour, Skogen Lund also communicates high expectations of her employees, articulates goals, and arouses motives as a role model herself. According to House's theory, her followers can believe in the similarity between themselves and Skogen Lund and increase their confidence and heighten their goals. In addition to the *transformational* and *transactional leadership* style she also uses (7) *Laissez-faire leadership* (Northouse, 2019, pp. 174-175). She describes the leader's job as distributing responsibility and trust to the employees and not holding on to their control.

Transformational leadership, gender, and diversity

Leadership regarding gender and diversity in Schibsted has transformed since 2017. For instance, Tina Stiegler (*Executive Vice President for People and Strategy*) points out that diversity generally is essential to Schibsted. However, these values and responsibilities are usually assigned to female leaders, compared to male leaders (personal communication, 2. March 2017). In 2017, Schibsted's two top management female leaders were heads of Communication and HR, which are typical and traditionally expected, according to Stiegler. When asked about when Schibsted would recruit their first female CEO, Stiegler pointed out that a CEO needed the right competence, experience, relationships, and understanding of the industry. Also, the CEO is traditionally recruited internally in Schibsted, which they usually do not recruit from the HR or Communication departments in the organisation. She concluded that everyone "wants" the next CEO to be a woman, but it may be long before it happens. Nevertheless, Schibsted recruited their first female CEO, Kristin Skogen Lund, in

December 2018, about one and a half years after Stiegler's interview (Jordheim, Haugen, & Nordstrøm, 2018). Thus, Schibsted has made changes in the prejudice and incongruity between women and leadership (*interpersonal level*).

For women and minorities to reach the top leadership positions, the organisations must change and facilitate to make this easier, according to Simon & Hoyt's *factors for promoting leadership effectiveness* in female leaders (see *Model 3.6*). For instance, Schibsted has transformed its corporate values, employees, and leaders regarding female leadership. For instance, *News Media* (Schibsted's media houses) has a female editor in *Aftenposten* and *Bergens Tidende* in 2021. Also, *News Media* has an even higher proportion of women than men at the top management level. Therefore, the organisation has improved gender balance at the management level and downwards in the organisation. Central factors for more women in top leadership roles are changing the workplace norms and opportunities for development for women (*organisational level*) and more significant gender equity in domestic responsibilities (*societal level*) (Simon & Hoyt, 2019, p. 414). Schibsted has made several changes in its diversity recruitment due to pressure from the media in 2017 (M. Krogsrud, personal communication, 10. March 2021). Schibsted has made several essential changes in its recruitment processes, including more systematic work with talent development, according to Krogsrud. By comparing the attitudes and values in 2017 and 2021, we see a transformation in motivation and ambition. Also, the recruitment goals regarding diversity are more ambitious today than in 2017.

The Simon & Hoyt's *individual level* means more negotiation power for women regarding balancing home and work responsibilities. For instance, Krogsrud argues that the possibilities for diversity increase with remote work possibilities (Schibsted, 2021c, p. 68). As a result, organisations will be able to hire talent from anywhere. Also, there will be "greater opportunities for hiring people with disabilities and people working in less urban areas", according to Krogsrud (Schibsted, 2021c, p. 68). The *structural role redefinition approach* is the most appealing for women regarding balancing work and home life (Hall, 1972; Simon & Hoyt, 2019, p. 412-413). The *transformational leadership* style benefits women (Simon & Hoyt, 2019, p. 414). The leadership style is not traditionally masculine but instead characterised by considerate and supportive behaviour. Thus, more associated with feminine behavioural characteristics. The leadership role itself is increasingly viewed as less traditionally masculine and more androgynous.

Some of the issues surrounding women bear similarities to those surrounding minorities regarding leadership (Simon & Hoyt, 2019, p. 416). For example, prejudice, stereotypes, and ethnocentrism are

typically obstacles to the management of diversity. As a result of this, a close-minded and less tolerant environment prevents individuals from understanding each other and their cultures. Therefore, a significant challenge for effective teamwork and leadership. Sumeet Singh Patpatia (*Head of Diversity, Inclusion and Belonging*) states that he always felt different and lived in two worlds growing up that never met and had to learn how to navigate both (Schibsted, 2021c, p. 54). In practical terms, Singh Patpatia's role is to ensure that Schibsted has diversity competency and maturity, also connected to inclusion and belonging. Also, Singh Patpatia was interviewed on the podcast Banebrytere 8th of November 2021, when he had only been in his new role for two months (Banebrytere, 2021b). The title *Head of Diversity, Inclusion and Belonging* itself, according to Singh Patpatia, says something about Schibsted's ambitions for the future:

[...] it's not just about diversity, it's not just about recruiting diversity, it's not just about including diversity, but it's about creating a place for [the employees] where they have a connection. These are strong words, and it says something about the level of ambition. (Banebrytere, 2021b)

A skilled leader must find ways to negotiate with her followers from various cultural backgrounds (Northouse, 2019, p. 435). Leadership also involves understanding the role of race, ethnicity, sexual orientation, and other types of diversity and interactive effects between race and gender (Simon & Hoyt, 2019, p. 416). For instance, in the first phase of his employment, Singh Patpatia talks to many people throughout the organisation (Schibsted, 2021c, p. 54). Secondly, his responsibility became to devise a plan for training managers. Singh Patpatia pointed out that this was about "[...] raising awareness, but also about providing managers with tangible tools." He perceives the work environment in Schibsted to have *diversity maturity*, indicating that the level of knowledge, motivation and openness for a diverse workforce is high in the organisation (Banebrytere, 2021b). For instance, his colleagues seem to be more curious about *how* to be better and *what* they can do rather than *why*. This maturity level will always differ depending on the country, which one must consider when operating in a global organisation. However, Singh Patpatia points out that all the over 50 subordinated brands have and should have their own culture and identity. Also, successful traits or cultures of behaviour within some brands can be adopted further by other management groups and teams in Schibsted. Departments can learn from each other. Still, he thinks Schibsted needs to improve competence in *diversity, inclusion and belonging*, both for Schibsted and subordinate organisations. He points out that it all begins at the top, who must be good role models, and they must own and operate this, by being good examples (Banebrytere, 2021b).

Singh Patpatia's big dream is that Schibsted will be the best workplace to be different in (Banebrytere, 2021b). According to Singh Patpatia a good leader is present, hands-on, and engaged. As a leader, he wants to challenge and bring out employees' potential and competence. He also stresses the importance of empathy in leadership and the relationship between leader and employee. According to Singh Patpatia, a leader needs to see the individuals they are working with and always try to see their perspectives. Also, he describes a leader as both an observer and a player. Thus, the leader and employee learn from each other, supporting the *transformational leadership* approach. Finally, he points out that a leader is not supposed to know everything about everyone but should meet different people with an open mind. Also, a good leader today, especially in the future, knows *diversity, inclusion, and belonging* (Banebrytere, 2021b).

5.1.6. SUMMARY

Since 2017, Schibsted has made several significant changes in its organisation, overviewed in the *AMEC framework*. For instance, one of the organisation's long-term ambitions is to be ranked as the most diverse and equal employer within its segments. The organisation has implemented several programs for ensuring and maintaining a diversity competence in their workforce. For example, the *Mentor program* and the *Change Makers* program train Schibsted's employees and leaders in sustainability and diversity. Schibsted managed to reach the 40/60 gender ratio target with 44 per cent women in leadership. Additionally, Schibsted recruited its first female CEO, Kristin Skogen Lund, in 2018. Also, 3/7 in corporate management are women, and the levels below corporate management have a higher proportion of women than the corporate management. In 2021, there are also female editors in Schibsted's Norwegian media houses, *Aftenposten* and *Bergens Tidende*. In addition to the gender ratio, Schibsted expanded its definition and strategy on *diversity, inclusion, and belonging*. For instance, in 2021, the organisation recruited their first *Head of Diversity, Inclusion and Belonging*, Sumeet Singh Patpatia. Gender has been the focus of Schibsted's objectives regarding diversity and recruitment. However, they are working on expanding their definition of diversity beyond gender and geography in their *diversity, inclusion and belonging strategy*. Some objectives, such as the gender pay gap project and other training for their employees, were not met due to the corona pandemic.

Schibsted's definition of diversity is central because it reflects the organisation's actions and values regarding recruitment strategy. For instance, in 2017, regional considerations were essential to Schibsted's understanding of diversity. However, in 2021, personality, competence, language, emotional, and cognitive approaches become essential. Schibsted sees it as a significant potential to

work with *diversity management* in the organisation and create value by using all the differences people consciously represent. The recruitment strategy directly results from how Schibsted defines and values diversity in their company. In 2017, Schibsted's recruitment strategy included diversity to a small degree. However, in 2020, a long-term project for implementing a diversity and inclusion policy was launched, which involved unlocking potential in a diverse workforce. Also, continuous leadership training and programs to build on Schibsted's principles and group strategy are central to the future. Schibsted has made several essential changes in its recruitment processes, including more systematic work with talent development. Comparing the attitudes and values in 2017 and 2021 shows a transformation in motivation and ambition.

5.2. NRK (NORWEGIAN BROADCASTING CORPORATION)

This section analyses and discuss data and material collected regarding NRK and diversity in the context of this thesis's theoretical framework.

5.2.1. THE AMEC FRAMEWORK: DIVERSITY STRATEGY 2017-2021

This section presents the *AMEC framework* used to analyse how NRK's recruitment strategies regarding diversity have evolved from 2017 to 2021. First, the illustration of NRK's *AMEC* is in *Table 5.4*, then a description of all six sections of the *AMEC* will follow.

PREPARATION	
1. ALIGN OBJECTIVES	
1A. ORGANISATIONAL OBJECTIVES	1B. COMMUNICATION OBJECTIVES
<ul style="list-style-type: none"> Increased goal achievement: 1 of 3 with multicultural competence Increased diversity competence among managers increased multicultural leaders 	<ul style="list-style-type: none"> 2015: Reflect the population in content and organisation Systematically develop a network and innovation culture. Contribute to the promotion of knowledge about diversity
2. INFORM AND PREPARE COMMUNICATION	
2A. TARGET AUDIENCE	2B. STRATEGIC INPUTS
<ul style="list-style-type: none"> Employees at NRK Future employees at NRK 	<ul style="list-style-type: none"> Becoming more attractive as employers Reflect the population in their content and organisation The <i>NRK Placard</i> and the public service broadcasting mission

	<ul style="list-style-type: none"> • 2020: The activity duty and the duty to issue a statement
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IMPLEMENTATION

3. IMPLEMENTS

3A. ACTIVITIES

<p>NRK's Recruitment Programs:</p> <ul style="list-style-type: none"> • The <i>FleRe</i> recruitment program • The Sámi talent recruitment program • The Norwegian Nynorsk recruitment program <p>Long-term activities:</p> <ul style="list-style-type: none"> • 2018-2021: a <i>diversity committee</i> was initiated <ul style="list-style-type: none"> ▪ Systematic work with gender equality for many years ▪ Focus on multicultural diversity ▪ Diversity plan 2015-2021 with both multicultural and functional diversity ▪ Many different organisational and editorial measures in recent years ▪ Diversity promoted as a central strategic focus ▪ Mentorship with multicultural youth • Collaboration with external parties, such as SEEMA and MAK. • Collaboration with colleges in Norway
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MEASUREMENT & INSIGHTS

1. MEASURE ACTIVITY

4A. OUTPUTS

<ul style="list-style-type: none"> • Pulse surveys • Annual employee survey (MAU)

5. AUDIENCE RESPONSE & EFFECTS

5A. OUTTAKES	5B. OUTCOMES
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<ul style="list-style-type: none"> • Employees expressed concern regarding NRK's recruitment of talents with multicultural background • Criticised by employees of vast majority of profiles are ethnic Norwegian 	<p>Internal measurements:</p> <ul style="list-style-type: none"> • 2021: NRK employees were 46% women and 54% men (same as in 2017) • 2020: managers being a total of 52 per cent women and 48 per cent men • 2020: The top management team, including the head of broadcasting, consisted of six men and four women. • 2020: Women earn 98% per cent of what men do in NRK <p>Initiatives:</p> <ul style="list-style-type: none"> • 2020: The report <i>Work for Equality and Against Discrimination</i> in NRK was developed • 2018-2021: the <i>diversity committee</i> was initiated
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6. ORGANISATION & STAKEHOLDER EFFECTS

6A. ORGANISATIONAL IMPACT

Plan for 2021

- Mapping of the status of gender equality and diversity in the company today
- mapping of what measures have been implemented or initiated, where are we weak and on what basis and HR areas is there a need for further measures
- Documentation: Work actively, purposefully, and systematically with the various grounds for discrimination
- Report to the board - so that the board can fulfil its duty in the company's annual report.

NRK's organisational strategy

- Focus even more specifically on selected groups, such as disability and ethnicity
- 2022: account of wage and wage differences (every other year)
- 2019: NRK shall have a responsibility to cover thematic and geographical blind zones (§26)

The diversity committee

- Develop a policy for diversity and inclusion in NRK
- Propose and initiate measures that give NRK a diverse organisation and that demand diversity in the assignment
- NRK has a strong reputation, as well as makes NRK a more attractive workplace that can attract the competence they need to succeed
- Use diversity in perspective and competence.
- NRK should be able to put diversity on the agenda and be better examples of how this should create value.
- 2020: the activity duty and the duty to issue a statement

Table 5.4.: NRK's recruitment strategies regarding diversity from 2017-2021 analysed in the AMEC framework.

The preparation section:

The first sections to consider in the AMEC is (1a) *organisational objectives* and the (1b) *communication objectives* in the (1) *align objectives* section. For instance, NRK's board developed a new long-term strategy in 2017 with three main goals (NRK, 2018a, p. 9). The first two main goals clarify NRK's promise to the people, while the third goal is about what the organisation must carry out internally to create value for the public. All three goals also have three or four sub-goals. The main goals are: (1) *NRK strengthens and develops democracy*, (2) *NRK brings together and engages everyone who lives in Norway*, and (3) *NRK is a world-class publicist and content producer*. Thus, the last main goal is most relevant to this analysis. Also, the following sub-goals are relevant: (3a) *Reflect the population in content and organisation*, and (3b) *systematically develop a network and innovation culture*. NRK started developing a diversity committee at the beginning of 2018, with representatives from all over the organisation. The committee also has several in the organisation who work specifically to promote diversity and inclusion, according to Høver-Hansen (personal communication, 29. March 2021). For example, Høver-Hansen is responsible for diversity in recruitment. Also, in 2018, the diversity committee operated with the following goals: (1) *1 in 3 recruits have multicultural competence*, (2) *increase diversity competence among managers*, (3) *increase the number of multicultural leaders*, (4) *improve the reflection of the population in content*, and (5) *contribute to the promotion of knowledge of diversity*. (Kringkastingsrådet, 2018).

The (2a) *target audience* for NRK's recruitment strategy in this analysis context is the *current and future employees* at NRK. Regarding (2b) *strategic inputs*, the *NRK placard* and the *public service broadcasting mission* are especially relevant. NRK's social responsibility and mission are to reflect the population. Also, NRK's *corporate strategy for 2016-2021* states that NRK should reflect the population in both content and organisation (Haugseth, 2015, p. 9). Also, as a media organisation, NRK wants to become more modern and attractive as an employer to attract the most talented and innovative recruits to their organisations. From 1. January 2020, an updated version of the *activity duty* and the *duty to issue a statement* applied to all Norwegian activities, initiated by *The Equality and Anti-Discrimination Ombud* (Likestillings- og diskrimineringsombudet, 2022). Regardless of size, all employers must work actively, purposefully, and systematically to promote equality and prevent discrimination in the workplace.

The implementation section:

NRK's recruitment programs are essential (3a) *activities* in the *implementation part*. For instance, NRK initiated the *FleRe* recruitment program in 2008 to recruit multicultural journalists to NRK (Mundal & Fordal, 2015). Also, the Norwegian Nynorsk recruitment program has recruited and trained ten Nynorsk-using journalists every year since 2004 (Nynorsk Mediesenter, 2022). Lastly, NRK started up a Sámi talents recruitment and qualification program in 2021 (Blaauw-Hval, 2021b). The program recruit and trains six future journalists and media people with Sami language skills per year (Bergmo, 2021).

Long-term activities, such as the initiation of the diversity committee in 2018, have involved (1) *systematic work with gender equality for many years*, (2) *focus on multicultural diversity*, (3) *diversity plan 2015-2021 with both multicultural and functional diversity*, (4) *many different organisational and editorial measures in recent years*, and (5) *diversity promoted as a central strategic focus* (Kringkastingrådet, 2018). Additionally, there have been other initiatives such as mentorship with multicultural youth and collaboration with external parties, such as *SEEMA* (SEEMA, 2022) and *MAK* (MAK, 2022) (Kringkastingrådet, 2021). NRK's also collaborates with the largest colleges in Norway to strengthen the efforts to recruit multicultural interns (NRK, 2018b, p. 16).

The measurement & insights section:

Regarding (4) *measure activity* and (4A) *outputs*, NRK uses several surveys to collect information and data on both their audience and employees. For instance, NRK has conducted the *NRK Analyse* since 1995, which measures how the audience experience NRK compared with other Norwegian

media organisations (NRK, 2018a, p. 9). In 2017, 81 per cent of those who responded to the NRK analysis believed NRK is *very* or *quite important* to society. Also, every year, the employee survey *MAU* is conducted, which will indicate whether NRK has a work environment that promotes innovation, development, and good performance (NRK, 2021b, s. 51). In addition, in 2020, NRK conducted two shorter pulse surveys in May and November to map the status of the work environment regarding motivation and stress factors during the pandemic.

The (5) *audience response and effects* in this research context is the response of current and future employees at NRK. First, regarding (5A) *outtakes*, NRK's employees have expressed concern of the organisation's recruitment regarding diversity. For instance, NRK's management and broadcasting manager, Thor Gjermund Eriksen, stated that less than 10 per cent of NRK's employees had multicultural competence in 2018 (Kringkastingsrådet, 2018). Also, NRK's management expresses concern regarding NRK's recruitment of talents with a multicultural background since the vast majority of NRK's profiles are ethnic Norwegian (NRK, 2018a, p. 42). According to NRK's annual report for 2017, the younger target groups are diverse, especially in the big cities. Thus, NRK does not represent young citizens well enough in their content. A (5B) *outcome* is that the gender balance for all NRK employees was 46 per cent women and 54 per cent men in 2020. The gender balance has been unchanged over the past years yet is also relatively balanced. However, among managers, a total of 52 per cent are women, and 48 per cent are men. Also, in NRK's top management group, there are five men and four women. NRK is balanced on the management side, shown in NRK's wage statistics. NRK will continue to work with the gender dimension, even though they have come a long way, according to Hypher (personal communication, 29. March 2021). 191 women and 134 men worked in part-time positions, of which 79 were women and 59 men in permanent part-time positions. A total of 95 women and 77 men took maternity leave in 2020, and a total of women took 1,586 weeks of maternity leave, and men took 918 weeks. On average, women took 17 weeks of maternity leave compared to 12 weeks for men (NRK, 2021b, s. 51). There was a 2 per cent difference between women and men in wages at NRK in 2020 (NRK, 2021d, p. 8). In other words, women earn 98 per cent of what men did in NRK in 2020. NRK will investigate this in more detail in 2022. 88 per cent of the population had a *very good* or *relatively good* overall impression of NRK, which is higher than the year before with 82 per cent (NRK, 2021c, p. 6). NRK then went from third to second place among Norway's organisations with the best impressions. Also, NRK had the best score regarding social responsibility and morality in 2020.

Initiatives regarding diversity were more focused in 2020, according to Høver-Hansen (Kringkastingsrådet, 2021). For example, the *FleRe* program recruited a new leader, Iram Ansari, and

the program was active again after a short break in 2020. In addition, NRK initiated the mentioned *diversity committee* in 2018 and developed the report *Work for Equality and Against Discrimination* in NRK in 2020 (NRK, 2021d).

The last part of the framework is the (6) *organisation and stakeholder effects* and (6a) *organisation impact* sections. For example, NRK's report regarding gender equality and discrimination in 2020 includes a plan for 2021 (NRK, 2021d, p. 9). For example, the plan's goals involve mapping the status of gender equality and diversity in the organisation, and mapping what measures have been implemented or initiated. NRK will also take further action to work for equality and against discrimination.

NRK's organisational strategy in 2020 had the three main goals: (1) *Explore and develop together*, (2) *be an inclusive and sustainable workplace and partner*, and (3) *simplify and improve the ways of working* (NRK, 2021b, s. 47). In addition, NRK has identified six strategic focus areas where the organisation needs a *boost*. The focus areas are (1) *diversity and inclusion*, (2) *green boost* (Norwegian: *Grønt løft*), (3) *shared goals*, (4) *a more flexible organisation*, (5) *simplifying*, and (6) *insight-informed* (NRK, 2021b, s. 49). NRK has many routines in place, but it is necessary to focus more specifically on selected topics such as disability and ethnicity in 2021 (NRK, 2021d, p. 8). Also, from and including 2022 and every other year since, NRK will publish a report regarding wage differences at different position levels/groups at NRK, involuntary part-time, and gender balance. The *NRK placard* was last changed in June 2019, adding that NRK shall be responsible for covering thematic and geographical blind zones in paragraph §26 (NRK, 2021b, s. 47).

The *diversity committee* is an initiative that will contribute to hiring people with different backgrounds, education, competence, experience, perspective, functional ability, and networks (Kringkastingsrådet, 2021). The committee's primary goals are to develop a policy for diversity and inclusion at NRK and initiate measures that give NRK a diverse organisation. Additionally, this will contribute to NRK's reputation and make NRK a more attractive workplace, attracting the competence they need to succeed. NRK also collaborated with external parties to ensure that NRK works systematically with the *activity duty* in 2020 (NRK, 2021b, s. 51).

In 2015, NRK's long-term strategy included recruiting 1 in 3 to NRK with multicultural competence (Kringkastingsrådet, 2021). The goal was to be reached in 2021. However, NRK did not have a way of measuring whether this goal had been achieved or not (O. Hypher, personal communication, 29. March 2021). In principle, a recruit can have a multicultural background without having multicultural

competence. Also, NRK does not measure their employees' ethnicity or nationality. Thus, it is challenging to measure multicultural competence. However, according to the first *Barcelona principle*, (1) *setting measurable goals is an absolute prerequisite to communication planning, measurement, and evaluation*. Nevertheless, NRK is sure they have not succeeded but will keep the ambition (O. Hypher, personal communication, 29. March 2021). Also, it has been a challenge to recruit more leaders with multicultural competence, but again, NRK does not have statistics on that either. In general, NRK has a relatively low percentage of employees with multicultural competence, lower than the population. NRK does not reflect the population well enough, according to Hypher (personal communication, 29 March 2021). So, the ambition of 1 in 3 is still essential to NRK but measuring the success can be challenging.

5.2.2. DEFINITION OF DIVERSITY AND THE PUBLIC SPHERE MODEL

NRK, a state-funded and advertising-free public broadcaster, fits nicely into the *public sphere model* (Vaagan, 2015, p. 81). According to Croteau & Hoynes' (2006) theory, the *market model versus the public sphere model*, success for NRK is to serve the public, not to create profit (see *Table 3.2*). For instance, paragraph § 25 in the *Articles of Association for Norsk Rikskringkasting AS* (English: *Norwegian National Broadcasting*) says NRK's public service broadcasting shall be ad-free and shall not contain special promotional references to the group's commercial services and products. (NRK, 1996). The *NRK Placard* has a section about NRK as a non-commercial public service broadcasting, which, among other things, says NRK shall strive for the clearest possible distinction between the public broadcasting service and commercial services offered on the Internet (Regjeringen, 2007). According to NRK's *Director of Finance*, Andreas Norvik, profit is not a focus but rather a more balanced sheet (personal communication, 25. March 2021). NRK receive about 5.9 billion from the state annually, so earning more would be "wrong". Also, this supports the *public sphere model's* primary goals of promoting active citizenship through information, education, and social inclusion, instead of generating profit for the owners like the *market model*. However, NRK still has great competition both nationally and globally, but the most crucial goal for NRK is to keep the Norwegian people's trust, according to Norvik.

NRK regarding the *public sphere model* gives us insight into how the organisation defines diversity. For example, NRK views it as a social responsibility and mission to reflect the population. *NRK's Corporate strategy for 2016-2021* described that NRK should reflect the population in content and organisation (Haugseth, 2015, p. 9). The media *encourages citizens to learn about the world and be active in the public model*. Although this is not always popular, varied, substantial and innovative

content is essential in this model. Variety is also essential for the media's goal of reflecting the public's opinions and tastes. NRK understands that the organisation must employ a diverse workplace to help them create the innovation and variety they want to achieve. For instance, Melike Leblebicioglu (*Executive producer and screenwriter in P3*) presented how they work internally with drama series in *NRK P3* at the *Broadcasting Council's* meeting on March 11th, 2021 (Kringkastingsrådet, 2021). Leblebicioglu emphasised that NRK must create content that they recognise themselves in to reach their target groups. The content should be dressed in colours and languages that they live and breathe every day. However, she points out that one must recruit individuals who can provide this insight to achieve this.

Therefore, *diversity* is included as part of NRK's social responsibility as a public broadcaster (NRK, 2019a, p. 15). At the *Broadcasting Council's* meeting on March 11th, 2021, Karoline Høver-Hansen presents NRK's work with diversity in recent years (Kringkastingsrådet, 2021). Her presentation also describes what NRK means with the term *diversity*, which includes ethnicity, age, functional ability, sexual orientation, gender identity, education, competence, experience, perspective, language and dialect, network, geographical affiliation, and more. NRK's *diversity plan for 2015-2021* describes a similar definition (NRK, 2021d, p. 6). Høver-Hansen then says NRK has embraced a *broader perspective on diversity*. Also, diversity can be about different topics such as underrepresenting environments or different kinds of perspectives. In addition, NRK's *financial report for 2020* mentioned *geographical diversity* as part of the diversity definition (NRK, 2021c, p. 63). Leblebicioglu adds that NRK has a geographical variation and represents a wide range of diversity in culture, subculture, themes, and multicultural background (Kringkastingsrådet, 2021). Also, Olav Peter Hypher thinks both NRK and other media organisations in Norway are in the process of broadening the concept of diversity (Kringkastingsrådet, 2021). Hypher argues that NRK has succeeded reasonably well with gender balance and is now focusing more on multicultural competence in their organisation. Also, Hypher thinks NRK has become increasingly aware that statistics and numerical diversity are insufficient and are now more concerned about real inclusion. Having a voice that is heard and that shapes the organisation, and the way of working is essential. Hypher argues for the need to go deeper into diversity and perhaps better understand the strategic importance of having good diversity in an organisation (personal communication, 29. March 2021). NRK has some main focus areas for diversity and recruitment, which can be divided into the sections: *Multicultural competence* (Norwegian: Flerkulturell kompetanse), *functional diversity*, *Sámi*, and *Norwegian Nynorsk*.

Multicultural competence (Flerkulturell kompetanse)

It is described in NRK's *Work for equality and against discrimination report 2020* that a requirement in all of NRK's orders associated with the content that NRK has a special responsibility to reflect national minorities and diversity in society (NRK, 2021d, p. 5). Also, “[...] In all its content, NRK must reflect that we live in a diverse and multicultural Norway. In NRK’s annual report for 2017, NRK argues that a diverse NRK, with knowledge of many cultures, is an essential prerequisite for being able to produce diverse and relevant content (NRK, 2018a, p. 125). NRK says that this competence and experience from various multicultural points of view is essential to acquire in all editorial environments and at management level. NRK aims to recruit more employees with multicultural expertise in order to deliver the best possible content to the entire population. *Multicultural competence* in NRK's context can be described as a person having (1) *perspective*, (2) *network* or (3) *language* from another culture or subculture (Mundal & Fordal, 2015). A person with multicultural competence has either one or more of the *competences*. (1) *Perspective* is about having a different perspective on society than the majority population for instance. This may, for example, mean that you have immigrated to Norway, or have a family that has. It can also be about defining oneself as, or experiencing that one is defined as, part of a minority. Next, (2) *networking* is about knowing or having access to environments with minorities or subcultures. These networks are helpful for NRK if they want access to new groups of people for the programs or work. Finally, (3) *language* is to understand or speak languages other than the majority.

Functional diversity and universal design

NRK has its own *Users' Council's mandate*, which contributes to improvements and development of the accessibility of NRK's content on TV, radio, online, and mobile (Antonsen, 2018). The council consists of representatives from various organisations for the disabled and one representing the *Pensioners' Association*. The initiative started in 2015, and the council meets at NRK three to four times a year (Antonsen, 2016). For example, NRK has recruited a blind person as one of the accessibility experts who contributes to making NRK's content as accessible as possible to others like him/her, according to Hypher in 2021. Also, the council took the initiative for NRK to create a separate glossary for journalists with words and expressions for functional diversity. A new version was published in the autumn of 2021. The list presents which terms are okay to use, which to be careful with, and which not to use or that can be harmful (NRK, 2022).

Sámi representation and recruitment

NRK included *NRK Sámpí* when discussing diversity as the main topic at the *Broadcasting Council's* meeting on 6th September 2018 (Kringkastingsrådet, 2018). Mona Solbakk (*Director of NRK Sámpí*

from 2015 to 2021) represented and presented NRK's work with Sámi representation and content at the meeting (Blaauw-Hval , NRK, 2021a). Solbakk explained that NRK has a two-part mission following the *NRK Placard*: (1) *Make content for the Sami population* and (2) *contribute with knowledge about the Sámi community to the rest of the population*. She also described the Sámi people as the indigenous population in Norway, dependent on the rest of the population knowing their culture, language, and identity. NRK Sámpi works with news, culture, entertainment, and content for children and young people in mainly three different Sámi languages, in addition to Norwegian.

Norwegian Nynorsk

NRK includes *Norwegian Nynorsk* as part of the diversity topic (Kringkastingsrådet, 2018). According to the *NRK Placard's* paragraph § 19, NRK's content shall mainly have Norwegian-language content, and at least 25 per cent of the content shall be in Nynorsk (NRK, 1996). Unfortunately, NRK rarely really achieves this goal since it is very demanding, according to Norvik (personal communication, 25. March 2021).

5.2.3. A SUCCESSFUL AND MULTICULTURAL ORGANISATION

Successful organisation activities

Again, *Pfeffer's seven practices of successful organisations* can help analyse NRK regarding *Human Resources* principles (see *Table 3.3.*). The practices can illustrate how NRK practically implements strategies for organisational communication regarding diversity goals. NRK analysed with *Pfeffer's seven practices of successful organisations* is illustrated in *Table 5.5* in this section. For instance, NRK's *corporate strategy* for 2016-2021 stated that NRK should mirror the population in content and organisation (Haugseth, 2015, p. 9). Additionally, the strategy includes internal goals of developing and recruiting the best talent and ensuring that employees and managers have the right skills (Thoresen, 2014, p. 9). It is essential to focus on recruits (*2. selective hiring*) yet also qualify the existing employees (*1. employment security*). Currently, NRK recruits from its ranks in a more significant proportion than externally to supervisor responsibility and personnel manager responsibility, according to Høver-Hansen (personal communication, 29. March 2021). Thus, NRK rewards and qualifies the existing employees to further succeed in the organisation (*4. Comparatively high and contingent compensation*). Also, NRK aspires to create a culture where people can stand out, encourage, and cheer on each other. NRK collaborates with external parties regarding (*5) extensive training* to achieve their goals (Kringkastingsrådet, 2018). For example, in 2018, Loveleen Brenna and *SEEMA* arranged workshops for managers and the HR department at NRK to improve *diversity management* skills.

Practice	Description
1. Employment security	<ul style="list-style-type: none"> • Employees and managers have the right skills • Promotes and recruits internally • Organisational culture where people can stand out, encourage, and cheer on each other
2. Selective hiring	<ul style="list-style-type: none"> • Recruiting based on talent • Recruitment focused on multicultural competence or other cultural competence.
3. Self-managed teams and decentralisation	<ul style="list-style-type: none"> • Committees regarding selected topics. • Highly motivated employees • Good relations between colleagues • Good relations between managers and employees
4. Comparatively high and contingent compensation	<ul style="list-style-type: none"> • Motivated employees • Promoting and qualifying employees.
5. Extensive training	<ul style="list-style-type: none"> • Collaborates with external parties • Focus on qualifying existing employees
6. Reduction of status differences	<ul style="list-style-type: none"> • Different language or competence becomes advantages • Different perspectives requested • Monitoring wage differences.
7. Sharing information	<ul style="list-style-type: none"> • Internal reports annually presented for the workforce at NRK • Shared understanding and set of rules

Table 5.5.: NRK analysed with Pfeffer’s “Seven practices of successful organisations” (Miller, 2015, p. 55, Table 3.2)

Regarding (2) *selective hiring*, NRK has several recruitment programs focused on talent. For instance, NRK started the *FleRe* recruitment program in 2008 to recruit multicultural journalists (Mundal & Fordal, 2015). Also, the Norwegian Nynorsk recruitment program has recruited and trained 10 Nynorsk-using journalists annually since 2004 (Nynorsk Mediesenter, 2022), and NRK’s Sámi talents recruitment program recruits and trains six future journalists with Sami language skills per year (Bergmo, 2021). The recruitment programs can support (6) *reducing status differences in the organisation*. For instance, NRK defines multicultural competence as a person having *perspective, network or language* from another culture or subculture (Mundal & Fordal, 2015). Therefore, having different competences than the majority population is perceived as an advantage. NRK also collects information and analyses wage differences every other year in the organisation. NRK then focus on differences in position levels/groups, involuntary part-time, and gender balance (NRK, 2021d, p. 8).

Pfeffer's seventh practice, (7) *sharing information*, means employees can only contribute if they have information about their jobs and the organisation's performance. Also, well-communicated information can increase (1) *employment security*, resulting in employees who understand the organisation and its goals. Good communication is essential to NRK, according to Norvik (personal communication, 25. March 2021). For instance, NRK has two internal reports presented annually for

the workforce in the organisation. The first report is *NRKs Leveregler* (English: *Rules of conduct*), and the second is *NRKs styringsdokument* (English: *Management document*). The reports are supposed to give the employees and leaders at NRK a shared understanding and set of rules not available to the rest of the Norwegian public. Employees must be involved in plans and overall shared values, but top management is mainly responsible for the change. Although, when change happens in some chosen groups in the organisation, the employees must also be motivated for change (Miller , 2015, pp. 56-57). For example, NRK has several committees regarding selected topics involving employees and managers from all departments at NRK (*3. self-managed teams and decentralisation*). For example, the *diversity committee*. Also, several in the organisation work specifically to promote diversity and inclusion within the various areas (K. Høver-Hansen, personal communication, 29. March 2021). NRK conducts an employee survey (*MAU*) annually, indicating whether NRK has a working environment that promotes innovation, development, and good performance (NRK, 2019a, p. 15). The survey provides knowledge about what NRK's organisation is good at and what can be improved. The follow-up of the results takes place both in the individual units and at the organisational level. The results from MAU show that NRK is an organisation that highly motivated employees characterise. Also, NRK's employees experience good relations with their colleagues and managers.

Recruitment strategy regarding diversity

NRK was the most attractive workplace in Norway in 2021, according to *Randstad Employer Brand Research 2021* (Aarli-Grøndalen , 2021). The recruitment company *Randstad* conducted the survey, in which approximately 4,000 Norwegian employees participated. In a press release, the leader of Randstad, Eivind Bøe, argue that NRK can pick precisely the candidates they want. NRK's popularity in the labour market has never been more significant, according to Bøe (Aarli-Grøndalen , 2021). However, Høver-Hansen points out that if NRK is to reflect the population in content and organisation, NRK must take more action (Kringkastingsrådet, 2021). Also, if NRK fails, the risk is significant that NRK cannot meet society's socio-cultural and democratic needs. Thus, there is a risk that NRK could become outdated and uninteresting to younger audiences. Therefore, Høver-Hansen believes that NRK must ensure that diversity becomes a natural part of their work processes, as *NRK P3* has managed.

For NRK's content to appeal to all age groups, the organisation must have a thematic and genre-wide range. Paragraph § 32 in the *NRK Placard* states that NRK shall communicate knowledge about diverse groups in Norwegian society (NRK, 1996). Also, NRK shall create arenas for debate and

information about Norway as a multicultural society. Diversity became one of the six pillars of NRK's *corporate strategy* for 2021-2024 (NRK, 1996). Høver-Hansen also presented and discussed how NRK's "social mission" and strategy is linked together, at the *Broadcasting Council* 11th March 2021 (Kringkastingsrådet, 2018). She explained that the *organisation* and *audience strategy* guide NRK to achieve long-term strategic goals and fulfil the mission. How NRK's mission and strategy are linked together is illustrated in *Illustration 5.6* in this section. Høver-Hansen points out that NRK's mission, the *Articles of Association*, the long-term strategy, and the audience strategy provide direction when developing guidelines for their work with diversity.



Illustration 5.6: Modified by "How NRK's mission and strategy are linked together", presented at the Broadcasting Council (Norwegian: Kringkastingsrådet) March 11th, 2021, by Karoline Høver-Hansen (Kringkastingsrådet, 2021).

Regarding diversity, the NRK's long-term strategy includes the three objectives: (1) *NRK shall reflect the population in content and organisation*, (2) *NRK shall contribute to an inclusive and curious Norway*, and (3) *NRK shall contribute to people understanding of society, each other and themselves better* (Kringkastingsrådet, 2021). In order to fulfil this mission and create value for the public, NRK must: (1) *Explore and develop together*, (2) *be an inclusive and sustainable workplace and partner*, and (3) *simplify and improve the way they work*. Høver-Hansen emphasises that if NRK does not recruit talent regardless of background, experience, or competence, it is difficult to reflect the population (Kringkastingsrådet, 2018). Leblebicioglu believes diversity is crucial for reaching younger target groups. Leblebicioglu argues that accurate representation in NRK's content is essential to maintain trust and credibility in younger audience groups. For instance, *NRK P3* works structurally with diversity, according to Leblebicioglu. Also, instead of measuring diversity, *NRK P3* focus on finding blind spots (Kringkastingsrådet, 2021). Similarly, *NRK Placard* paragraph § 26 states that NRK shall cover thematic and geographical blind zones (NRK, 1996).

Programs and activities in a culturally diverse organisation

Cox and Blake's (1991) six *spheres of activity* illustrate several points about working life in a diverse organisation, which involves both attitude and action (Miller , 2015, p. 230). Additionally, Page (2007) argues that the organisation must change its organisational culture to successfully enhance the value of a diverse organisation (Miller , 2015, p. 230). Cox & Blake's spheres and Page's arguments can be used to analyse NRK's activities to facilitate a multicultural organisation. For example, NRK has initiated several recruitments and (1) *education programs* in recent years. These programmes are initiated to educate and improve employees' work and attitudes and include them in the organisation's overall shared values (Miller , 2015, p. 54).

NRK received *IMDi's (Directorate for Integration and Diversity) Diversity Award 2009* for its recruitment program *FleRe* (Fenne, 2010). NRK started the program in 2008 to recruit multicultural journalists to NRK. Nevertheless, the program emphasises competence rather than ethnicity. Marianne Mikkelsen, who led the *FleRe*-program at the time, commented on the importance of the program at the *Broadcasting Council's* meeting on 6 September 2018. NRK does not reflect the population well enough in the organisation, according to Mikkelsen (Kringkastingsrådet, 2018). Because of this, NRK implemented the goal that 1 in 3 newly recruited employees must have multicultural competence by 2021 in NRK's *corporate strategy for 2016-2021* (Mundal & Fordal, 2015). The *FleRe* program is a 10-month program that consists of training and practice in an editorial office. The program's purpose is to qualify the candidates for other jobs at NRK in the future (Kringkastingsrådet, 2021). According to Iram Ansari, *Head of FleRe* since 2021, there is no doubt that *FleRe* is a success (Kringkastingsrådet, 2021). The program has had 77 candidates in total from 2008 to 2020. Also, 50 per cent of the candidates so far work at NRK today, where most of them are permanent employees, while 73 per cent work in the media industry today. NRK's *Nynorsk Mediesenter* (English Norwegian Nynorsk Media Center) recruits and trains 10 Nynorsk-using journalists every year in a separate traineeship (Nynorsk Mediesenter, 2022). As of 1. June 2021, the centre had trained 170 Norwegian Nynorsk trainees since its start-up in 2004. Of these, 56.5 per cent of them work in the media industry, while 39 per cent are in NRK. According to Magni Øvrebotten, *Head of Nynorsk Mediesenter* at NRK, the trainees have practical learning for six months at the media centre (Kringkastingsrådet, 2018). The first two months are training in order to qualify as Nynorsk-using journalists, while the next four months are practical training in an editorial office. NRK started up a recruitment and qualification program for Sámi talents in 2021 (Blaauw-Hval, 2021b). The program trains six future journalists and media people with Sami language skills per year (Bergmo, 2021). Candidates who speak South, Lule, and Northern Sámi are especially wanted for this program. Mona Solbakk, former *Director of NRK Sámpí*, is head of the program. The program is a model of

the *FleRe*-program, initiated because NRK is experiencing significant problems recruiting Lule and South Sámi-speakers. Also, NRK has a mission to help preserve the language and cultural heritage, even though few of the language users make it more challenging to recruit.

Nyhus commented in 2017 that NRK took a rather bold step in 2015, creating a unique recruitment program to ensure the recruitment of people with multicultural competence (personal communication, 21. February 2017). A new program also introduces a new working language to the employees, and the organisation must *facilitate the translation process* (Miller , 2015, pp. 56-57). This language is not implemented overnight and can take time to enforce. Unconscious prejudices and biases usually emerge during interviews, which is particularly important to manage, according to Nyhus. Thus, (2) *creating a bias-free human resources system*. Also, Nyhus argues that NRK cannot create sufficient, credible, diverse, and broad content for their audience if those who create it are a minimal and homogeneous group. For NRK, it is about being relevant and giving equal opportunities to everyone. Also, in 2020, NRK introduced a new competency-based structured recruitment method that will ensure equal treatment based on the candidates' competence (NRK, 2021d, p. 8). NRK has also focused on inclusive ad texts and images when creating job advertisements.

Cox & Blake's fourth sphere, (4) *mindsets about diversity*, refers to an organisation valuing various kinds of diversity. Diversity is about being invited to the party, while inclusion is about being invited to dance, according to Nyhus (personal communication, 21 February 2017). Thus, creating a (3) *organisational culture that values diversity in itself and diverse perspectives*. Nevertheless, NRK's strength is the focus on the multicultural integration of several cultures in the organisation and services, according to Nyhus. In 2017, NRK changed their approach to creating content for immigrants in Norway, with immigrant perspectives integrated in NRK's general content. NRK chose to move forward from unique content designed for immigrants (O. A. Nyhus, personal communication, 21 February 2017).

The gender balance for all NRK employees was 46 per cent women and 54 per cent men in 2020 (NRK, 2021b, s. 51). Also, 191 women and 134 men worked in part-time positions, of which 79 were women and 59 men in permanent part-time positions. On average, women took 17 weeks of maternity leave compared to 12 weeks for men. Lastly, women earn 98 per cent of what men did in NRK in 2020. The NRK report for work on gender equality and against discrimination describes that the possibility of combining work and family life is an essential principle to NRK (5. *Programs that support work-family health*) (NRK, 2021d, p. 8). Thus, NRK offers work options to ease the conflict between job and family, which is discussed between manager and employee.

The last *sphere of activity* is (6) *combating problems such as sexism and discrimination*. For instance, NRK has prepared a *Code of Conduct* in 2021 (NRK, 2021d, p. 6). The directions apply to employees at NRK and act as ethical guidelines. The document states that NRK strives for a high ethical standard and an active sharing culture, where there is room for different opinions and diversity is respected and valued. Also, employees should treat each other with respect and justice so that everyone can feel safe, taken care of and included. Discrimination or harassment is not accepted. The *HSE goal* in NRK for 2019 was a working environment without harassment (NRK, 2021d, p. 6). As a result, the *Be Extra Careful placard* was developed. The placard provides a standard for how the working environment in NRK should be, which is available to all employees digitally in their portal (*NRK's intranet*). Also, the placard clarifies that NRK has zero-tolerance for sexual harassment, bullying, and discrimination. Similarly, NRK has a *Cooperation Placard* that provides guidelines for collaboration between management, employees, and elected representatives (NRK, 2021d, p. 7). Also, NRK has the *cooperation committee (SU)*, the *central working environment committee (HAMU)*, and the *local working environment committee (LAMU)*. In 2020, most of the cooperation committees had eight or more meetings.

5.2.5. LEADERSHIP STYLE AND DIVERSITY MANAGEMENT

Transformational Leadership

The *transformational leadership approach* is practical when the organisation is transitioning to a more diverse workforce, especially regarding efficiency, morals, and values. Therefore, NRK's leadership styles regarding diversity can be analysed using this leadership approach's characteristics. For instance, NRK has made several changes making diversity more central in the long-term strategy (NRK, 2018a, p. 7). One of the main goals is for NRK to be a world-class publicist and content producer, including the sub-goals of reflecting the population in content and organisation and systematically developing a network and innovation culture. *Transformational leadership* is about the leader and the follower transforming together, meaning a relationship where listening and learning from each other is essential. It is significant for maintaining balance and improving effectivity and innovation in a diverse workforce, using the full potential of the employees and leaders.

The first *transformational leadership* factor is (1) *idealised influence*, which is about the idea of being a strong role model as a leader, representing high standards of moral and ethical conduct. According to Nyhus, the management must be responsible for putting pressure on the entire organisation regarding diversity (personal communication, 21. February 2017). Therefore, a leader cannot sit back

but should actively contribute to NRK's ambition of reflecting the population in their organisation and content. The leader should promote (2) *inspirational motivation* by communicating high expectations of their employees and inspiring them to commit to a shared vision. For example, during the pandemic in 2020, the top management at NRK regularly initiated online meetings with employees at NRK (NRK, 2021b, s. 51). NRK's management initiated various digital meetings and activities to maintain motivation and strengthen their work community during the pandemic. NRK management operates with a more present leadership approach than Bass's (7) *non-leadership factor* (Northouse, 2019, pp. 174-175). NRK initiated a program internally for management groups called *SMS*, which stands for *self-directed mini seminars*. Additionally, NRK operates a so-called *GAP analysis* to further examine to what extent they require multicultural competence in their teams.

The last *transactional leadership* factor is (6) *management by expectation* (Northouse, 2019, p. 178). The factor involves corrective transactions such as criticism, negative feedback, and reinforcement. Thus, the leader can actively or passively manage and correct their employees. For instance, in 2018, 1,700 NRK journalists were on strike after the mediation between NRK and the journalists' club in NRK (*NRKJ*) failed (Bjerve, 2018). Many journalists felt that their jobs were insecure after NRK's management expressed that they wanted to replace parts of the workforce every year to acquire the right skills. According to the NRK journalists' strike general Richard Aune, the journalists went on strike for three reasons (Jerijervi, 2018). First, the journalists wanted assurance from NRK that they would gain competence at NRK that would secure their jobs. Secondly, they required that short-time employees be treated equally as permanent employees at NRK regarding pay. Lastly, the journalists asked that NRK reduce the pay gap between journalists at NRK compared to other media houses in Norway. Since NRK's management did not meet *NRKJ's* needs, thousands of journalists chose to go on strike. The journalists felt that this was the only solution. The strike lasted just over eight days. The first *transactional leadership* factor (5) *contingent reward*, or *constructive transaction*, translates to the exchange process between the leaders and the followers, for instance, by exchanging effort with reward. For example, according to Aune, the journalists finally received an assurance that they would be guaranteed competence in the future instead of being replaced (Selstø, 2018). The agreement's text also states that on-call substitutes shall be treated equally as permanent employees regarding salary. According to the head of broadcasting, Thor Gjermund Eriksen, the journalists and NRK found a good solution for all parties involved (NTB, 2018).

The last *transformational leadership* factor, (4) *individualised consideration*, means carefully listening and helping your employees through personal challenges and needs as a leader. For instance, NRK focuses on leaders and their awareness of having an open mind (O. A. Nyhus, personal

communication, 21. February 2017). Bahare Viken is responsible for the NRK's strategic focus on the younger audience. In the Norwegian podcast *Banebrytere*, Viken discussed what makes a good leader and argues that it is a strength for the leader and employee to be confident in each other (Banebrytere, 2021c). Also, leaders and employees should be able to open up to each other and see each other. Viken also points out that a leader must involve employees in the process and ask for their input. Also, transparency, openness, and honesty are essential in the relationship or transaction. Thus, applying (3) *intellectual stimulation* can develop a more innovative and creative work environment. However, the leader can actively or passively manage and correct their followers. For instance, Viken prefers an open landscape rather than a private office, making her more available and part of her team. Viken herself wants to be a modern leader and believes that good communication from NRK's management is essential. In 2021, NRK received *The Employer Award* (Norwegian: Arbeidsgiverprisen) due to their cooperation with the organisation's employees (Delta, 2021). Delta emphasised that NRK pursues an active personnel policy regarding the employees' right to co-determination. Delta argues that NRK is in an industry experiencing significant change in addition to the impact of the corona pandemic. According to Delta, an important reason this has gone well is the management's close and open dialogue with the employees, which requires mutual trust.

Transformational leadership, gender, and diversity

NRK's *diversity committee* set several goals regarding diversity and leadership in 2018, as mentioned in the *AMEC* for NRK's diversity strategy (see *Table 5.3*). For example, some of the goals involved increasing diversity competence among managers and increasing the number of multicultural leaders (Kringkastingsrådet, 2018). Nevertheless, NRK's management is relatively balanced regarding gender. For instance, a total of 52 per cent (203) of managers are women, and 48 per cent (189) are men. In NRK's top management group, there are five men and four women. The *transformational leadership* style can also benefit women and minorities (Simon & Hoyt, 2019, p. 414). The leadership style is not traditionally masculine but instead characterised by considerate and supportive behaviour, thus more feminine behavioural characteristics. Also, a more diverse pool of candidates makes it easier to find talented people (Simon & Hoyt, 2019, p. 414).

Leblebicioglu argues that representation matters in the management, but also profiles and general staffing (Kringkastingsrådet, 2021). When presenting *NRK P3*'s work with diversity at the broadcast meeting in March 2021, Leblebicioglu says *NRK P3* implement specific goals for their leaders regarding diversity. Regarding the promotion processes at NRK, all positions over three months are advertised internally in the organisation. Thus, existing employees can therefore apply for the jobs

(NRK, 2021d, p. 8). Top management has an annual management review to identify management talents. Also, the annual dialogue between employee and manager includes a discussion on competence and career development. NRK's report states that the possibility of combining work and family life is an essential principle in NRK. Thus, NRK supports more significant gender equity in domestic responsibilities (*societal level*), and more negotiation power for women regarding balancing home and work responsibilities (*individual level*). For women to reach the top leadership positions, the organisations must change and facilitate to make this easier, according to Simon & Hoyt (2019, p. 412). Women successfully navigating and removing the barriers in Eagly & Carli's *leadership labyrinth* (see *Model 2.5*) increase the number of effective female leaders. A confluence of factors promoting leadership effectiveness in female leaders is illustrated in *Model 3.6*. For instance, several concrete initiatives for recruiting women into management positions have led NRK to become one of Norway's most equal media organisations regarding gender (O. Hypher, personal communication, 29. March 2021). NRK is changing the workplace norms and opportunities for development for women (organisational level). As a result, NRK has a majority of women in top management, including four women in NRK's top management group of a total of nine. (Kringkastingsrådet, 2021).

One final barrier for NRK regarding gender was recruiting a female broadcasting CEO (O. Hypher, personal communication, 29. March 2021). Nevertheless, NRK internally recruited Vibeke Først Haugen as their first female CEO in March 2022 (Støyva, Schwencke, & Hoff, 2022). Haugen has been director of the Marienlyst division and has worked for NRK for over 20 years. She has been responsible for over 1000 employees and has been a substitute for Thor Gjermund Eriksen, who has led NRK since 2013. Also, in 2015, the *Media Network* named Haugen *Female Media Leader of the Year*. According to NRK's chairman Birger Magnus, the ability to further develop the organisation has been emphasised in the process of finding the new broadcasting manager. NRK's *cultural commentator* Inger Merete Hobbelstad stated that a female *broadcasting CEO* is necessary so that younger generations can see that both men and women have the top jobs in society (Grimstad, Tvilde, Kolberg, & Eriksen, 2022). Thus, change in the prejudice and incongruity between women and leadership (*interpersonal level*) (Simon & Hoyt, 2019, p. 414). Nevertheless, Haugen is not so concerned with her being the first female broadcaster because she has considered NRK as good at gender equality for a long time (Grimstad, Tvilde, Kolberg, & Eriksen, 2022). Haugen argues that NRK is first and foremost teamwork. However, she is not satisfied with the work done regarding diversity at NRK. Haugen argues that NRK must reflect the diversity in the population far better than they do internally in the organisation. She emphasises diversity in perspectives, language, culture and functional abilities. According to Knut Kristian Hauger (*Editor-in-Chief of Kampanje*), the new NRK CEO needed to be a woman this time (Hauger, Kampanje, 2022). The Swedes, Danes, and Finns have

for many years been managed by female leaders in the public service broadcasters SVT, DR and YLE. Except for Iceland, all the Nordic public service broadcasters are now run by women.

Some of the issues surrounding women bear similarities to those surrounding minorities regarding leadership (Simon & Hoyt, 2019, p. 416). Prejudice, stereotypes, and ethnocentrism are typically obstacles to management regarding diversity. As a result, a close-minded and less tolerant environment prevents individuals from understanding each other and their cultures. Thus, it is a significant challenge for effective teamwork and leadership. Therefore, a skilled leader must find ways to negotiate with his or her followers from various cultural backgrounds (Northouse, 2019, p. 435). For instance, NRK has carried out an internal mentoring program, including *reverse mentoring*. Relatively young employees at NRK with multicultural competence were mentors for older employees in their 40s and 50s with not so multicultural backgrounds. This program made it clear that NRK has not been good at recruiting younger employees with multicultural competence as leaders (O. Hypher, personal communication, 29 March 2021). Leadership involves understanding the role of race, ethnicity, sexual orientation, and other types of diversity and interactive effects between race and gender (Simon & Hoyt, 2019, p. 416). In the annual report for 2017, NRK states that competence and experience from various multicultural points of view are essential to acquire in all editorial environments and at the management level (NRK, 2018a, p. 125).

5.2.6. SUMMARY

NRK has made several changes in its organisation regarding diversity since 2017. For instance, NRK's management and broadcasting manager, Thor Gjermund Eriksen, stated that less than 10 per cent of NRK's employees had multicultural competence in 2018. Also, NRK's management expresses concern regarding NRK's recruitment of talents with a multicultural background since the vast majority of NRK's profiles are ethnic Norwegian. NRK started developing a *diversity committee* at the beginning of 2018, with representatives from all over the organisation. The committee also has several in the organisation who work specifically to promote diversity and inclusion. One of the long-term goals of the diversity committee is that *1 in 3* of NRK's recruits has multicultural competence. NRK's ambition was to reach this goal within 2021. However, NRK did not have a way of measuring whether they had succeeded with this goal or not. In principle, a recruit can have a multicultural background without having multicultural competence. Also, NRK does not measure their employees' ethnicity or nationality. Nevertheless, NRK is sure they have not succeeded but will keep the ambition. In general, NRK has a relatively low percentage of employees with multicultural competence, lower than the population. The ambition of *1 in 3* is still essential to NRK but measuring

their success can be challenging. As part of NRK's social responsibility as a public broadcaster, diversity is included. NRK has some main focus areas for diversity and recruitment, which can be divided into *multicultural competence* (Norwegian: Flerkulturell kompetanse), *functional diversity*, *Sámi*, and *Norwegian Nynorsk*.

One final barrier for NRK regarding gender was recruiting a female broadcasting CEO. Nevertheless, NRK internally recruited Vibeke Fürst Haugen as their first female CEO in March 2022. The gender balance for all NRK employees was 46 per cent women and 54 per cent men in 2020, which has been unchanged since 2015. However, among managers, a total of 52 per cent are women, and 48 per cent are men. Also, in NRK's top management group, there are five men and four women in 2021.

CHAPTER 6: CONCLUSION

This master thesis has analysed and discussed Schibsted and NRK regarding the following *main research question (MRQ)*.

***MRQ.** To what extent do Norway's largest public and private sector media groups, NRK and Schibsted, recruit, manage and implement policies regarding diversity in 2022?*

The two organisations are currently among the top five largest media groups by turnover in Norway. Therefore, an analysis of both organisations can indicate how the media industry in Norway has evolved regarding diversity as well. Also, NRK and Schibsted as cases represent an extent of Norway's private and public media sectors. Thus, the *MRQ* will be discussed with the three secondary research questions (*SRQ*) in this section. The secondary research questions are discussed in separate sections below before finally summarising the thesis conclusion.

6.1. (SRQ1) NRK and Schibsted's strategies regarding diversity 2017 to 2021

First, much indicates that the media industry in Norway has changed significantly since 2017 regarding diversity. NRK and Schibsted's changes in this period were analysed regarding first *SRQ*:

***SRQ1.** In what ways have NRK and Schibsted's strategies regarding diversity evolved from 2017 to 2021?*

It is essential to recall that the *activity duty* and the *duty to issue a statement*, updated in 2020, make both NRK and Schibsted obliged to work actively, purposefully, and systematically to promote equality and prevent discrimination in the workplace. However, Schibsted and NRK have operated with different approaches when fulfilling this duty.

Schibsted has made several significant changes in its organisation, overviewed in the *AMEC framework (Table 5.1)*. For instance, one of the organisation's long-term ambitions is to be ranked as the most diverse and equal employer within its segments. Several of Schibsted's goals regarding *diversity, inclusion and belonging* are linked to the *United Nations' 17 goals* regarding the *2030 Agenda for Sustainable Development*. Schibsted's goals in 2017 involved a gender ratio of 60/40 in leadership (three levels) and internal training in diversity and certifying leaders in diversity skills development is one of the most important focuses in the organisations in 2020. Also, a fundamental requirement to Schibsted is increasing the leaders' competence to lead diversity. As a result, Schibsted's communication objectives involved expanding their definition, communicating the importance of diversity, and centralising talent regarding recruiting. Consequently, Schibsted implemented several programs for ensuring and maintaining diversity competence in their workforce, such as the *Mentor program* and the *Change Makers program*. Accordingly, Schibsted managed to reach the 40/60 gender ratio target with 44 per cent women in leadership. Additionally, Schibsted recruited its first female CEO, Kristin Skogen Lund, in 2018. Also, 3/7 in corporate management are women, and the levels below corporate management have a higher proportion of women than the corporate management. Schibsted expanded its definition and strategy on *diversity, inclusion, and belonging* and recruited the first leader within this segment. Gender has been the focus of Schibsted's objectives regarding diversity and recruitment. However, they are working on expanding their definition of diversity beyond gender and geography in their *diversity, inclusion and belonging* strategy. Some objectives, such as the gender pay gap project and other training for their employees, were not met due to the corona pandemic. Going forward, the organisation will continue the rollout of the gender pay gap project, redefine and raise ambition and targets on diversity, map the situation in Schibsted and define a plan to fill the potential gap between the ambition and targets and the current situation.

On the other hand, NRK has set ambitious goals regarding diversity. For instance, NRK's targets involved reflecting the population in content and organisation, systematically developing a network and innovation culture, increasing diversity competence among managers, and contributing to the promotion of knowledge of diversity. However, some of the goals they have set for themselves cannot measure whether they have been reached or not. One of the long-term goals is for *1 in 3* of NRK's

recruits to have multicultural competence. However, NRK did not have a way of measuring whether they had succeeded with this goal or not. Nevertheless, NRK is sure they have not succeeded but will keep the ambition. In general, NRK has a relatively low percentage of employees with multicultural competence, lower than the population. Thus, the ambition of *1 in 3* is still essential to NRK, but measuring their success can be challenging. NRK started developing a diversity committee at the beginning of 2018, with representatives from all over the organisation. Some of the committee's long-term activities involved systematic work with gender equality, a focus on multicultural diversity, a *diversity plan* for 2015-2021, and diversity promoted as a central strategic focus. In 2020, the gender balance for all NRK employees was 46 per cent women and 54 per cent men, which has been unchanged since 2015. However, among managers, a total of 52 per cent are women, and 48 per cent are men. Also, in NRK's top management group, there are five men and four women. Lastly, women earn 98 per cent of what men did in NRK in 2020. NRK will investigate this in more detail in 2022.

6.2. (SRQ2) NRK and Schibsted's recruitment strategies regarding diversity

After analysing how the organisations have evolved, this thesis analysed NRK and Schibsted's current situation in the context of the secondary research question:

SRQ2. How are NRK and Schibsted's recruitment strategies regarding diversity currently being implemented?

For instance, in 2017, regional considerations were essential to Schibsted's understanding of diversity. However, in 2021, personality, competence, language, emotional, and cognitive approaches become essential. Schibsted sees it as a significant potential to work with *diversity management* in the organisation and create value by using all the differences people consciously represent. However, Schibsted wants to mature its definition of diversity, which is not solely focused on gender balance or geography. Therefore, the focus has shifted to the candidate's talent instead of other demographic factors. In the future, Schibsted strives to train its leaders in diversity competence to operate with a more mature definition and expand their view on a diverse organisation, such as the *Change Makers* programme. Krogsrud points out that Schibsted has taken the first steps in building a *learning organisation*, described as a more sustainable approach for the future. As mentioned in the *literature review*, *learning organisations* means promoting participation and dialogue in the workplace, emphasising mental flexibility, team learning, a shared vision, complex thinking, and personal mastery, according to Senge (Miller, 2015, p. 53). However, the media industry, in general, is challenged in reflecting the population. Still, Schibsted stresses the importance of including different

perspectives in product development, innovation, and entering new markets. In 2020, a long-term project for implementing a diversity and inclusion policy was launched, which involved unlocking potential in a diverse workforce. For example, Schibsted has implemented software programmes and platforms that filter talent when recruiting regardless of gender and ethnicity. Schibsted associates remote work possibilities with being able to hire talent from anywhere and creating work options that ease the conflict between job and family.

Recruitment programs are significant for NRK regarding diversity. For instance, NRK initiated the *FleRe* recruitment program in 2008 to recruit multicultural journalists to NRK. Also, the *FleRe* program recruited a new leader, Iram Ansari, and the program was active again after a short break in 2020. The Norwegian Nynorsk recruitment program has recruited and trained ten Nynorsk-using journalists every year since 2004. Likewise, NRK started a Sámi talents recruitment and qualification program in 2021, which recruits and trains six future journalists and media people with Sami language skills per year. However, NRK still has great competition both nationally and globally, but the most crucial goal for NRK is to keep the Norwegian people's trust. For example, NRK views it as a social responsibility and mission to reflect the population. Also, if NRK fails, the risk is significant that NRK cannot meet society's socio-cultural and democratic needs. Thus, it is a risk for NRK to become outdated and uninteresting to younger audiences. Also, variety is essential for the media's goal of reflecting the public's opinions and tastes. Therefore, NRK understands that the organisation must employ a diverse workplace to help them create the innovation and variety they want to achieve. For instance, NRK's definition of *diversity includes* ethnicity, age, functional ability, sexual orientation, gender identity, education, competence, experience, perspective, language and dialect, network, and geographical affiliation. Also, NRK has some main focus areas for diversity and recruitment, divided into *multicultural competence* (Norwegian: Flerkulturell kompetanse), *functional diversity*, *Sámi*, and *Norwegian Nynorsk*. In NRK's context, multicultural competence can be defined as a person having *perspective*, *network* or *language* from another culture or subculture. Also, NRK aspires to create a culture where people can stand out, encourage, and cheer on each other. According to NRK's MAU survey, NRK is an organisation with highly motivated employees. Also, NRK's employees experience good relations with their colleagues and managers.

6.3. (SRQ3) NRK and Schibsted's diversity management and leadership styles

NRK and Schibsted *diversity management* and leadership approaches were analysed and discussed regarding the third *SRQ*:

SRQ3 Which leadership levels are most involved in providing and encouraging a diverse environment in NRK and Schibsted?

Both organisations have transitioned through several significant changes since 2017. These changes and recruiting a more diverse workforce require consistent organisational communication and leadership. For example, NRK and Schibsted have collaborated with other influential actors regarding *diversity management*. For instance, as mentioned in the literature review, *SEEMA* and Brenna. For instance, Schibsted lined up as a partner for the conference organised in 2021 and was represented on stage by their *Head of Diversity, Inclusion and Belonging*. Also, NRK collaborated with Brenna and *SEEMA* in arranging workshops for managers and the HR department at NRK to improve *diversity management* skills.

Schibsted's *pulse surveys* in 2020 showed that Schibsted's employees needed a sense of belonging through interaction with colleagues, information sharing, well-being, and leadership during the corona pandemic. Continuous leadership training and programs to build on Schibsted's principles and group strategy are central to the organisation. For example, training in unconscious bias was provided for 599 employees in 2018 and 183 in 2019. *Transformational leadership* matches evolving of a learning organisation culture. In 2021, *News Media* (Schibsted's media houses) had a female editor in *Aftenposten* and *Bergens Tidende*. Also, *News Media* has an even higher proportion of women than men at the top management level. Therefore, the organisation has improved gender balance at the management level and downwards. However, in 2017 employees "wanted" the next CEO to be a woman, but it did not seem realistic at the time. Arguably, attitudes in Schibsted in 2017 can support Kent et al. research that followers hold different prototypes for male and female leaders (2010, p. 54). These prototypes are not based on research but rather on traditional norms, societal attitudes, and the work environment. Also, the findings in Kent et al. research show that women are more critical of female leaders than male leaders. It can also relate to ethnocentrism, placing a traditional view on culture in the workplace that most leaders and employees are usually male-dominant (Mosaker, 2022, p. 129). Naturally, this can result in a less tolerant environment, creating obstacles to reaching their gender ratio goals. Nevertheless, Schibsted recruited their first female CEO, Kristin Skogen Lund, in December 2018, about one and a half years after Stiegler's interview. In 2021, their female CEO argues that a female leader does not have to be like a male leader and that there are no differences between male and female leaders. Also, a good leader in Schibsted is described as present, hands-on, and engaged.

One final barrier for NRK regarding gender was recruiting a female broadcaster CEO. Nevertheless, NRK internally recruited Vibeke Først Haugen as their first female CEO in March 2022. The gender balance for all NRK employees was 46 per cent women and 54 per cent men in 2020, which has been unchanged since 2015. However, among managers, a total of 52 per cent are women, and 48 per cent are men. Also, in NRK's top management group, there were five men and four women in 2021. At NRK, the management is responsible for putting pressure on the entire organisation regarding diversity. A leader cannot sit back but should actively contribute to NRK's ambition of reflecting the population in their organisation and content. Therefore, NRK focuses on leaders' awareness of having an open mind. Several concrete initiatives for recruiting women into management positions have led NRK to become one of Norway's most equal media organisations regarding gender. As a result, NRK has a majority of women in top management, including four women in NRK's top management group of a total of nine.

6.4. SUMMARY

The learning outcomes of this thesis have involved various theories related to the development of the media and communication field, such as theories in media management, communication, and development and innovation. In addition, this thesis has analysed processes regarding diversity that influence the development of the media and communication industry and how it affects society. For instance, the two organisations have made several significant changes with different approaches to diversity, organisational communication, and leadership. For example, both NRK and Schibsted have recruited their first female CEO. However, the organisations have different responsibilities and expectations due to their positions as public and private media organisations. NRK is primarily focused on diversity in content and organisation. Nevertheless, these are essential goals to Schibsted, yet innovation, creativity and relevance are also important aspects for Schibsted. NRK's definition of diversity also prioritises representing the whole Norwegian population, including the Sami population, Norwegian Nynorsk-users, disabled, and multicultural groups in society. Schibsted, on the other hand, had a drastic change over a short period regarding the gender balance in their organisation and management. Also, Schibsted is transparent, focused, and outspoken about leadership, especially regarding a diverse workforce. Despite differences between NRK and Schibsted, the organisation's strategies, definitions and management styles indicate how the media industry in Norway is evolving regarding diversity.

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