

	Manager with personnel responsibility																
	Total	Manager with personnel responsibility	Manager without personnel responsibility	Country					Unions								
				Sweden	Norway	Denmark	Finland	Iceland	Finansförbunder Dan-mark	Fackförbundet SUORA	Försäkringsmanförbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Other
Bas:	2029	1910	119	799	139	320	192	460	307	74	137	391	139	585	200	12	9
Q1. At your present job are you a leader/manager?																	
Yes	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
No	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Dont know	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Q2. Are you responsible for personnel and if so, how many?																	
No, i have no personnel responsibility	6%	0%	99%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
1-5 persons	26%	27%	0%	21%	30%	24%	29%	39%	24%	31%	23%	39%	30%	25%	10%	17%	22%
6-10 persons	28%	30%	0%	27%	32%	31%	36%	30%	31%	42%	32%	30%	32%	29%	20%	42%	33%
11-20 persons	25%	27%	0%	31%	25%	27%	25%	20%	26%	18%	32%	21%	25%	27%	43%	42%	0%
21-30 persons	8%	8%	0%	11%	7%	9%	6%	5%	9%	4%	8%	5%	7%	10%	14%	0%	33%
31-40 persons	3%	3%	0%	3%	4%	3%	3%	3%	2%	4%	2%	3%	4%	4%	3%	0%	0%
41 persons or more	5%	5%	0%	7%	1%	7%	2%	2%	8%	1%	2%	2%	1%	6%	11%	0%	11%
Dont know	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Q3. How many hours per week should you work according to your employment contract?																	
Less than 10 hours /w	0%	1%	0%	0%	0%	1%	0%	1%	1%	0%	0%	1%	0%	0%	1%	0%	0%
11-20 h/w	0%	0%	0%	0%	1%	0%	1%	0%	0%	0%	1%	0%	1%	0%	0%	0%	0%
21-30 h/w	1%	1%	4%	1%	1%	0%	2%	1%	0%	1%	2%	1%	1%	1%	2%	0%	0%
31-40 h/w	77%	77%	70%	90%	82%	83%	82%	48%	84%	87%	80%	49%	82%	94%	79%	42%	67%
More than 40 h/p	10%	10%	10%	2%	4%	6%	4%	30%	6%	4%	4%	31%	4%	1%	4%	25%	33%
Unspecified	11%	11%	13%	6%	12%	10%	11%	18%	9%	7%	13%	18%	12%	4%	15%	17%	0%
Dont know	1%	1%	3%	0%	1%	0%	1%	2%	0%	1%	1%	1%	1%	0%	0%	17%	0%
Q4. How many hours per week do you work in reality?																	
Less than 10 h/w	1%	0%	3%	0%	0%	0%	2%	0%	0%	4%	1%	1%	0%	0%	1%	0%	0%
11-20 h/w	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	1%	0%	0%	1%	0%	0%
21-30 h/w	1%	1%	4%	0%	1%	1%	1%	1%	1%	1%	2%	1%	1%	0%	0%	0%	0%
31-40 h/w	23%	23%	26%	28%	18%	21%	40%	10%	21%	42%	37%	10%	18%	29%	25%	8%	11%
41-50 h/w	61%	61%	52%	61%	69%	67%	48%	60%	67%	46%	50%	61%	69%	62%	58%	42%	56%
51-60 h/w	13%	12%	15%	10%	10%	10%	7%	20%	10%	7%	9%	20%	10%	8%	16%	33%	22%
More than 60 h/w	2%	2%	0%	0%	1%	1%	1%	6%	1%	0%	2%	6%	1%	0%	0%	17%	11%
Dont know	1%	1%	1%	0%	0%	0%	1%	1%	0%	0%	2%	1%	0%	0%	1%	0%	0%

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<i>Bas:</i>	2029	1910	119	799	139	320	192	460	307	74	137	391	139	585	200	12	9
Q5. What do you consider to be the most positive with being a leader/manager?																	
Stimulating/developing tasks	74%	74%	74%	75%	84%	51%	75%	85%	52%	70%	79%	87%	84%	75%	73%	75%	89%
Possibility to influence	68%	69%	62%	79%	69%	75%	60%	49%	75%	53%	70%	48%	69%	79%	78%	50%	33%
Authority to make decisions/opportunity to act	30%	29%	36%	30%	7%	42%	46%	19%	42%	55%	39%	18%	7%	32%	26%	17%	22%
Relations with management colleagues	11%	11%	11%	5%	5%	5%	11%	26%	5%	14%	9%	25%	5%	6%	5%	8%	33%
Relations with co-workers lower in the hierarchy	43%	44%	27%	42%	48%	32%	57%	52%	32%	54%	53%	54%	48%	40%	47%	50%	22%
Relations with superiors	5%	4%	9%	2%	1%	2%	1%	12%	2%	3%	0%	11%	1%	2%	3%	8%	11%
High salary and good benefits	15%	15%	17%	12%	13%	17%	12%	21%	17%	11%	13%	21%	13%	12%	12%	25%	22%
Influence over the work situation	44%	44%	44%	45%	68%	68%	27%	24%	68%	24%	28%	23%	68%	45%	49%	50%	22%
Employee development	2%	2%	0%	4%	1%	1%	1%	0%	1%	0%	2%	0%	1%	4%	2%	0%	0%
Sales/results	0%	0%	1%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%
Q6. How demanding/difficult are the below tasks for you as a leader/manager?																	
Motivating personnel																	
Very demanding	18%	18%	21%	14%	12%	12%	38%	23%	12%	37%	34%	23%	12%	15%	11%	0%	22%
Fairly demanding	55%	56%	52%	57%	60%	59%	52%	50%	59%	57%	51%	53%	60%	56%	61%	58%	56%
Neither demanding nor not	11%	11%	10%	11%	9%	10%	2%	14%	11%	1%	6%	13%	9%	10%	13%	0%	0%
Little fairly demanding	10%	10%	6%	12%	14%	15%	6%	6%	15%	4%	7%	6%	14%	12%	10%	17%	22%
Not at all demanding	5%	5%	3%	6%	5%	3%	2%	5%	3%	1%	2%	5%	5%	7%	6%	17%	0%
Dont know	1%	1%	8%	0%	0%	0%	1%	3%	0%	0%	0%	0%	0%	0%	0%	8%	0%
Informing personnel																	
Very demanding	5%	5%	9%	3%	3%	2%	8%	10%	1%	5%	9%	9%	3%	3%	4%	0%	22%
Fairly demanding	34%	34%	28%	31%	27%	28%	42%	44%	28%	49%	34%	46%	27%	31%	33%	25%	33%
Neither demanding nor not	28%	28%	26%	32%	27%	33%	17%	24%	34%	15%	25%	25%	27%	31%	32%	25%	11%
Little fairly demanding	20%	20%	21%	21%	21%	27%	23%	12%	26%	22%	24%	13%	21%	23%	17%	17%	33%
Not at all demanding	11%	11%	9%	12%	22%	11%	9%	8%	10%	10%	8%	7%	22%	12%	15%	25%	0%
Dont know	1%	1%	7%	0%	0%	0%	1%	3%	0%	0%	0%	0%	0%	0%	0%	8%	0%
Creating a team spirit																	
Very demanding	12%	12%	16%	5%	4%	9%	28%	22%	9%	24%	28%	23%	4%	4%	7%	17%	11%
Fairly demanding	42%	43%	38%	39%	47%	47%	52%	41%	47%	55%	48%	41%	47%	37%	44%	33%	67%
Neither demanding nor not	23%	23%	22%	29%	27%	23%	6%	19%	24%	7%	8%	19%	27%	29%	28%	17%	0%
Little fairly demanding	16%	16%	16%	20%	16%	18%	10%	10%	17%	8%	14%	11%	16%	22%	16%	8%	0%
Not at all demanding	6%	6%	3%	7%	7%	3%	4%	5%	3%	5%	2%	6%	7%	8%	6%	17%	22%
Dont know	1%	1%	4%	0%	0%	0%	1%	3%	0%	0%	0%	0%	0%	0%	1%	8%	0%
Planning/prioritising																	
Very demanding	12%	12%	13%	11%	6%	13%	8%	17%	13%	11%	9%	17%	6%	10%	13%	8%	11%
Fairly demanding	47%	47%	40%	51%	42%	43%	45%	45%	44%	42%	47%	48%	42%	54%	44%	33%	22%
Neither demanding nor not	23%	23%	27%	22%	25%	29%	17%	21%	29%	14%	21%	21%	25%	21%	26%	25%	22%
Little fairly demanding	13%	13%	12%	12%	19%	12%	21%	9%	11%	23%	18%	10%	19%	12%	11%	8%	33%
Not at all demanding	5%	5%	6%	5%	8%	3%	8%	5%	3%	11%	6%	5%	8%	4%	7%	17%	11%
Dont know	1%	1%	2%	0%	0%	0%	1%	3%	0%	0%	0%	0%	0%	0%	0%	8%	0%

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<i>Bas:</i>	2029	1910	119	799	139	320	192	460	307	74	137	391	139	585	200	12	9
Delegating responsibilities and authorities																	
Very demanding	4%	4%	4%	2%	2%	3%	6%	7%	3%	5%	6%	7%	2%	1%	3%	0%	11%
Fairly demanding	28%	28%	32%	25%	20%	25%	39%	32%	25%	35%	40%	34%	20%	24%	26%	33%	33%
Neither demanding nor not	32%	32%	33%	33%	31%	33%	20%	33%	34%	22%	25%	36%	31%	33%	30%	8%	11%
Little fairly demanding	26%	27%	21%	28%	35%	29%	27%	19%	28%	28%	24%	19%	35%	30%	29%	25%	22%
Not at all demanding	9%	9%	5%	12%	12%	9%	7%	5%	9%	10%	5%	5%	12%	12%	13%	25%	22%
Dont know	1%	1%	5%	0%	0%	0%	1%	3%	0%	0%	0%	0%	0%	0%	0%	8%	0%
Solving conflicts																	
Very demanding	19%	18%	24%	16%	11%	9%	32%	25%	9%	27%	36%	27%	11%	16%	15%	8%	22%
Fairly demanding	39%	39%	36%	37%	40%	41%	52%	35%	41%	54%	47%	35%	40%	36%	42%	17%	67%
Neither demanding nor not	21%	21%	21%	21%	25%	26%	7%	23%	26%	8%	10%	23%	25%	20%	22%	33%	0%
Little fairly demanding	15%	16%	6%	19%	18%	21%	7%	9%	20%	7%	6%	10%	18%	21%	17%	17%	11%
Not at all demanding	5%	4%	9%	6%	4%	3%	2%	5%	3%	3%	1%	5%	4%	6%	4%	17%	0%
Dont know	2%	2%	5%	1%	2%	2%	1%	3%	2%	1%	0%	0%	2%	1%	1%	8%	0%
Finding a discussion partner																	
Very demanding	5%	5%	3%	6%	6%	4%	8%	4%	4%	8%	8%	3%	6%	5%	7%	0%	22%
Fairly demanding	16%	16%	18%	20%	8%	16%	17%	12%	16%	11%	23%	12%	8%	21%	17%	17%	22%
Neither demanding nor not	33%	33%	38%	31%	33%	34%	23%	39%	35%	28%	25%	40%	33%	29%	35%	33%	33%
Little fairly demanding	24%	24%	16%	25%	33%	32%	18%	19%	32%	26%	13%	19%	33%	26%	22%	8%	0%
Not at all demanding	20%	20%	22%	19%	20%	11%	31%	24%	11%	26%	30%	25%	20%	19%	20%	33%	22%
Dont know	1%	1%	3%	0%	0%	2%	2%	3%	2%	1%	2%	0%	0%	0%	0%	8%	0%
Relations with management colleagues																	
Very demanding	2%	2%	2%	1%	0%	2%	3%	4%	2%	5%	2%	4%	0%	0%	2%	0%	11%
Fairly demanding	12%	11%	15%	7%	9%	11%	14%	19%	11%	11%	18%	21%	9%	6%	8%	0%	11%
Neither demanding nor not	33%	33%	39%	30%	31%	39%	25%	37%	39%	24%	26%	38%	31%	30%	30%	33%	33%
Little fairly demanding	27%	28%	20%	29%	29%	33%	29%	21%	33%	35%	24%	22%	29%	30%	27%	17%	22%
Not at all demanding	25%	26%	22%	34%	32%	14%	28%	16%	14%	24%	30%	16%	32%	34%	34%	42%	22%
Dont know	1%	1%	3%	0%	0%	1%	1%	3%	1%	0%	1%	0%	0%	0%	1%	8%	0%
Relations with co-workers lower in the hierarchy																	
Very demanding	3%	3%	7%	1%	0%	1%	6%	6%	1%	3%	7%	6%	0%	1%	0%	0%	33%
Fairly demanding	19%	20%	16%	18%	12%	18%	34%	20%	19%	37%	33%	21%	12%	16%	20%	8%	0%
Neither demanding nor not	29%	29%	32%	27%	28%	38%	18%	32%	39%	16%	20%	32%	28%	27%	30%	33%	22%
Little fairly demanding	28%	29%	18%	32%	39%	31%	25%	20%	30%	27%	23%	22%	39%	33%	30%	8%	33%
Not at all demanding	19%	19%	18%	23%	21%	12%	17%	19%	11%	18%	17%	19%	21%	23%	21%	42%	11%
Dont know	1%	1%	9%	0%	0%	0%	1%	3%	0%	0%	0%	0%	0%	0%	0%	8%	0%

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<i>Bas:</i>	2029	1910	119	799	139	320	192	460	307	74	137	391	139	585	200	12	9
Relations with superiors																	
Very demanding	5%	5%	6%	3%	5%	3%	6%	7%	3%	11%	4%	7%	5%	3%	3%	0%	11%
Fairly demanding	19%	19%	19%	17%	17%	22%	21%	21%	22%	19%	23%	22%	17%	15%	20%	25%	11%
Neither demanding nor not	29%	29%	35%	27%	30%	34%	22%	31%	34%	19%	26%	32%	30%	27%	28%	17%	33%
Little fairly demanding	25%	26%	21%	27%	25%	28%	31%	19%	28%	38%	26%	20%	25%	28%	26%	8%	44%
Not at all demanding	21%	21%	18%	26%	22%	13%	18%	19%	13%	14%	20%	19%	22%	27%	24%	42%	0%
Dont know	1%	1%	2%	0%	1%	0%	1%	3%	0%	0%	1%	0%	1%	1%	0%	8%	0%
Handling budget issues																	
Very demanding	6%	6%	10%	6%	4%	4%	8%	8%	4%	8%	9%	8%	4%	6%	5%	0%	22%
Fairly demanding	28%	28%	22%	30%	27%	26%	34%	25%	26%	42%	25%	26%	27%	29%	35%	42%	33%
Neither demanding nor not	30%	30%	27%	25%	32%	34%	17%	42%	34%	10%	27%	44%	32%	24%	22%	25%	33%
Little fairly demanding	16%	16%	13%	17%	25%	22%	13%	9%	22%	11%	15%	9%	25%	16%	19%	17%	0%
Not at all demanding	11%	11%	9%	12%	8%	9%	9%	12%	9%	11%	8%	13%	8%	13%	11%	8%	11%
Dont know	9%	9%	19%	11%	4%	6%	19%	4%	6%	19%	16%	0%	4%	12%	9%	8%	0%
Terminations																	
Very demanding	35%	35%	35%	29%	31%	14%	55%	54%	14%	60%	50%	57%	31%	29%	31%	42%	67%
Fairly demanding	18%	19%	9%	21%	26%	24%	13%	12%	25%	12%	15%	12%	26%	21%	21%	8%	0%
Neither demanding nor not	13%	13%	18%	8%	12%	18%	3%	22%	19%	0%	5%	22%	12%	8%	6%	8%	33%
Little fairly demanding	6%	6%	3%	5%	7%	17%	1%	3%	17%	0%	2%	3%	7%	5%	8%	8%	0%
Not at all demanding	7%	7%	7%	8%	3%	10%	4%	6%	9%	1%	4%	6%	3%	8%	10%	17%	0%
Dont know	20%	19%	28%	28%	22%	16%	25%	4%	16%	27%	24%	0%	22%	29%	24%	17%	0%
Recruitments																	
Very demanding	15%	15%	15%	12%	9%	13%	26%	19%	13%	23%	29%	20%	9%	10%	16%	8%	22%
Fairly demanding	41%	43%	18%	45%	43%	43%	46%	38%	44%	45%	45%	40%	43%	42%	51%	42%	56%
Neither demanding nor not	21%	20%	26%	18%	22%	21%	9%	28%	21%	8%	10%	29%	22%	20%	14%	25%	11%
Little fairly demanding	11%	11%	8%	14%	14%	12%	8%	6%	11%	8%	7%	6%	14%	16%	9%	8%	11%
Not at all demanding	6%	6%	9%	7%	6%	3%	3%	6%	3%	3%	4%	5%	6%	7%	7%	8%	0%
Dont know	7%	6%	25%	5%	7%	8%	8%	4%	8%	14%	6%	0%	7%	5%	4%	8%	0%
Promoting equality																	
Very demanding	4%	4%	6%	1%	1%	1%	8%	11%	1%	12%	7%	12%	1%	1%	1%	0%	22%
Fairly demanding	13%	13%	17%	8%	4%	6%	36%	18%	6%	38%	31%	19%	4%	7%	12%	17%	11%
Neither demanding nor not	39%	39%	40%	39%	48%	35%	20%	47%	36%	14%	29%	48%	48%	40%	35%	33%	33%
Little fairly demanding	19%	20%	10%	23%	21%	24%	18%	11%	24%	20%	15%	11%	21%	24%	24%	8%	33%
Not at all demanding	19%	20%	11%	25%	22%	25%	11%	10%	25%	11%	12%	10%	22%	25%	25%	33%	0%
Dont know	5%	5%	15%	3%	4%	10%	7%	3%	9%	5%	7%	0%	4%	3%	5%	8%	0%

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<i>Bas:</i>	2029	1910	119	799	139	320	192	460	307	74	137	391	139	585	200	12	9
Separating work from my personal life																	
Very demanding	7%	7%	9%	4%	5%	4%	8%	14%	4%	14%	5%	14%	5%	4%	5%	0%	11%
Fairly demanding	24%	24%	27%	21%	29%	24%	28%	26%	24%	22%	31%	28%	29%	20%	26%	25%	11%
Neither demanding nor not	28%	29%	27%	28%	28%	37%	18%	28%	38%	20%	18%	29%	28%	28%	28%	42%	11%
Little fairly demanding	19%	20%	9%	23%	19%	21%	20%	13%	20%	20%	20%	14%	19%	24%	21%	8%	22%
Not at all demanding	20%	19%	25%	23%	18%	14%	23%	16%	14%	23%	23%	15%	18%	24%	20%	8%	44%
Dont know	2%	2%	5%	1%	1%	1%	3%	3%	1%	1%	3%	0%	1%	1%	1%	17%	0%
Q7. To what degree do you agree in the following statements?																	
I am very satisfied with my work situation																	
Agree completely (10)	17%	17%	15%	16%	16%	23%	8%	18%	22%	18%	4%	18%	16%	17%	15%	17%	11%
9	9%	9%	8%	5%	7%	12%	12%	12%	11%	5%	14%	12%	7%	5%	7%	17%	22%
8	22%	23%	18%	20%	22%	26%	28%	22%	26%	20%	31%	24%	22%	20%	21%	17%	22%
7	23%	23%	27%	29%	24%	20%	20%	15%	20%	18%	21%	15%	24%	31%	25%	33%	22%
6	9%	9%	9%	11%	12%	7%	8%	7%	8%	10%	12%	6%	12%	9%	12%	0%	0%
5	7%	7%	9%	7%	11%	6%	7%	8%	6%	8%	6%	9%	11%	6%	9%	0%	22%
4	6%	6%	7%	7%	5%	3%	6%	5%	4%	5%	7%	4%	5%	7%	7%	0%	0%
3	3%	3%	3%	3%	2%	3%	4%	4%	3%	5%	2%	4%	2%	3%	3%	17%	0%
2	2%	2%	2%	2%	1%	1%	4%	3%	1%	8%	1%	3%	1%	1%	4%	0%	0%
Do not agree (1)	2%	2%	2%	1%	0%	1%	3%	4%	1%	3%	4%	4%	0%	1%	1%	0%	0%
Vet ej	1%	1%	1%	0%	0%	0%	0%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%
I am very comfortable in my roll as manager																	
Agree completely (10)	28%	29%	21%	28%	21%	41%	16%	29%	41%	22%	12%	30%	21%	29%	27%	42%	33%
9	14%	14%	10%	13%	8%	17%	18%	16%	16%	12%	20%	17%	8%	13%	14%	17%	22%
8	25%	25%	26%	24%	34%	19%	28%	27%	19%	28%	28%	29%	34%	23%	25%	25%	11%
7	17%	17%	18%	21%	22%	13%	18%	10%	13%	16%	22%	10%	22%	22%	17%	0%	22%
6	6%	6%	9%	6%	8%	6%	6%	4%	7%	5%	6%	4%	8%	5%	8%	8%	0%
5	5%	5%	8%	5%	4%	1%	4%	8%	1%	4%	3%	7%	4%	4%	6%	8%	0%
4	3%	3%	3%	3%	2%	2%	6%	1%	2%	3%	7%	1%	2%	3%	2%	0%	11%
3	2%	2%	1%	2%	1%	1%	3%	1%	1%	5%	1%	1%	1%	2%	2%	0%	0%
2	0%	0%	2%	1%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	2%	0%	0%
Do not agree (1)	0%	0%	2%	0%	0%	0%	3%	0%	0%	4%	2%	0%	0%	0%	0%	0%	0%
Vet ej	1%	1%	1%	0%	0%	0%	0%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%

	Manager with personnel responsibility																
	Total	Manager with personnel responsibility	Manager without personnel responsibility	Country					Unions								
				Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Dan-mark	Fackförbundet SUORA	För-säkringsmänna-förbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Other
<i>Bas:</i>	2029	1910	119	799	139	320	192	460	307	74	137	391	139	585	200	12	9
I have enough authority for my area of responsibility																	
Agree completely (10)	21%	22%	15%	20%	21%	35%	13%	20%	34%	15%	11%	19%	21%	22%	18%	33%	11%
9	14%	15%	9%	12%	12%	15%	17%	18%	16%	16%	18%	20%	12%	12%	11%	0%	0%
8	24%	24%	28%	22%	32%	19%	27%	24%	19%	23%	27%	26%	32%	23%	22%	33%	67%
7	16%	15%	18%	18%	19%	13%	14%	13%	13%	16%	15%	13%	19%	18%	17%	17%	0%
6	9%	9%	8%	10%	13%	7%	9%	7%	7%	7%	12%	8%	13%	10%	10%	0%	0%
5	6%	6%	9%	8%	1%	7%	6%	5%	7%	5%	7%	5%	1%	6%	11%	0%	22%
4	4%	4%	6%	5%	1%	3%	6%	5%	3%	7%	4%	4%	1%	4%	6%	0%	0%
3	2%	2%	2%	3%	1%	1%	3%	2%	1%	4%	2%	2%	1%	2%	4%	8%	0%
2	1%	1%	0%	1%	0%	1%	4%	2%	1%	4%	3%	2%	0%	1%	2%	8%	0%
Do not agree (1)	1%	1%	4%	1%	0%	0%	3%	2%	0%	3%	2%	2%	0%	1%	1%	0%	0%
Vet ej	1%	1%	1%	0%	0%	0%	0%	3%	0%	0%	0%	0%	0%	0%	1%	0%	0%
I have the appropriate salary and benefits for my tasks																	
Agree completely (10)	8%	8%	3%	7%	4%	16%	5%	7%	16%	7%	5%	8%	4%	7%	9%	17%	0%
9	7%	7%	3%	6%	4%	11%	7%	7%	11%	4%	9%	8%	4%	6%	7%	8%	0%
8	13%	14%	13%	13%	13%	15%	16%	13%	15%	7%	19%	14%	13%	14%	11%	17%	11%
7	18%	18%	23%	19%	17%	20%	20%	13%	20%	23%	19%	11%	17%	20%	15%	17%	0%
6	12%	12%	15%	12%	19%	13%	7%	10%	12%	11%	6%	11%	19%	12%	13%	17%	0%
5	13%	13%	17%	14%	13%	9%	16%	12%	9%	22%	12%	13%	13%	13%	16%	0%	22%
4	9%	9%	10%	9%	9%	7%	11%	8%	7%	10%	10%	7%	9%	10%	8%	8%	33%
3	7%	7%	4%	9%	9%	4%	6%	7%	4%	7%	4%	8%	9%	8%	10%	0%	33%
2	5%	5%	4%	4%	4%	3%	6%	8%	3%	5%	6%	7%	4%	3%	6%	8%	0%
Do not agree (1)	7%	8%	4%	7%	7%	3%	7%	13%	2%	5%	8%	14%	7%	6%	8%	8%	0%
Vet ej	1%	1%	2%	1%	1%	1%	1%	3%	1%	0%	2%	0%	1%	1%	1%	0%	0%
I feel very alone in my roll as manager																	
Agree completely (10)	3%	3%	3%	3%	1%	5%	6%	2%	5%	3%	7%	2%	1%	3%	5%	8%	0%
9	3%	3%	3%	3%	3%	5%	5%	2%	5%	7%	4%	2%	3%	3%	2%	0%	0%
8	8%	8%	6%	9%	14%	8%	7%	5%	8%	5%	10%	5%	14%	8%	9%	8%	0%
7	12%	12%	14%	16%	12%	13%	13%	4%	12%	19%	8%	4%	12%	16%	15%	0%	11%
6	9%	9%	7%	13%	10%	10%	6%	3%	10%	8%	5%	3%	10%	14%	13%	0%	0%
5	11%	11%	9%	10%	11%	14%	12%	9%	14%	8%	13%	9%	11%	10%	11%	25%	11%
4	10%	10%	9%	13%	13%	11%	10%	5%	11%	8%	12%	5%	13%	12%	14%	8%	11%
3	12%	12%	11%	12%	14%	13%	10%	10%	13%	12%	11%	11%	14%	12%	11%	8%	22%
2	8%	8%	11%	7%	5%	5%	11%	11%	5%	8%	12%	12%	5%	7%	7%	8%	0%
Do not agree (1)	24%	24%	26%	15%	17%	18%	22%	46%	18%	22%	18%	47%	17%	15%	15%	33%	44%
Vet ej	1%	1%	2%	0%	0%	0%	0%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%

	Manager with personnel responsibility																
	Total	Manager with personnel responsibility	Manager without personnel responsibility	Country					Unions								
				Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Dan-mark	Fackförbundet SUORA	För-säkrings-manna-för-bundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Other
<i>Bas:</i>	2029	1910	119	799	139	320	192	460	307	74	137	391	139	585	200	12	9
I feel that my superiors counter-act my work																	
Agree completely (10)	2%	2%	3%	2%	1%	1%	5%	3%	1%	5%	2%	3%	1%	2%	2%	17%	0%
9	2%	2%	1%	1%	1%	1%	4%	2%	1%	3%	4%	2%	1%	1%	1%	0%	0%
8	2%	2%	3%	2%	4%	2%	5%	2%	2%	4%	5%	2%	4%	2%	2%	0%	0%
7	4%	4%	3%	4%	5%	7%	7%	2%	7%	10%	4%	2%	5%	4%	6%	8%	0%
6	4%	3%	10%	4%	6%	2%	5%	2%	2%	5%	5%	2%	6%	5%	2%	0%	0%
5	5%	5%	8%	5%	7%	6%	5%	4%	6%	4%	6%	4%	7%	4%	7%	0%	11%
4	7%	7%	2%	9%	8%	7%	13%	1%	7%	14%	13%	1%	8%	8%	10%	8%	0%
3	11%	11%	14%	12%	10%	16%	15%	5%	16%	12%	15%	5%	10%	12%	11%	0%	56%
2	14%	14%	14%	14%	18%	12%	18%	15%	11%	19%	19%	15%	18%	14%	15%	17%	11%
Do not agree (1)	48%	48%	42%	48%	42%	47%	24%	62%	46%	24%	26%	65%	42%	49%	46%	50%	22%
Vet ej	1%	1%	1%	0%	0%	0%	0%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%
I feel that my employees support me																	
Agree completely (10)	21%	21%	15%	19%	19%	25%	10%	26%	25%	12%	10%	27%	19%	19%	20%	17%	22%
9	17%	18%	10%	15%	21%	17%	16%	22%	17%	22%	12%	24%	21%	15%	17%	8%	11%
8	23%	24%	16%	25%	25%	25%	21%	22%	26%	27%	19%	21%	25%	26%	21%	33%	44%
7	18%	18%	18%	21%	19%	17%	19%	13%	17%	14%	23%	14%	19%	20%	22%	0%	0%
6	8%	8%	9%	10%	9%	6%	12%	5%	6%	7%	15%	5%	9%	8%	12%	8%	0%
5	6%	5%	15%	6%	4%	5%	9%	4%	5%	10%	7%	4%	4%	6%	5%	17%	22%
4	3%	3%	4%	3%	1%	4%	7%	1%	4%	4%	8%	1%	1%	3%	2%	0%	0%
3	2%	2%	7%	1%	1%	0%	4%	2%	0%	3%	4%	2%	1%	1%	2%	8%	0%
2	1%	1%	0%	0%	1%	0%	2%	1%	0%	1%	2%	1%	1%	0%	1%	0%	0%
Do not agree (1)	1%	1%	3%	0%	0%	0%	1%	1%	0%	1%	0%	1%	0%	0%	1%	8%	0%
Vet ej	1%	1%	4%	0%	0%	0%	0%	3%	0%	0%	0%	0%	0%	0%	1%	0%	0%
I feel very stressed																	
Agree completely (10)	5%	6%	2%	4%	3%	5%	5%	10%	5%	8%	4%	12%	3%	3%	5%	0%	0%
9	6%	6%	6%	4%	1%	4%	4%	13%	4%	4%	4%	13%	1%	4%	5%	8%	11%
8	12%	13%	12%	10%	8%	9%	10%	22%	9%	10%	11%	23%	8%	10%	10%	8%	22%
7	15%	15%	14%	18%	14%	11%	15%	14%	11%	16%	15%	15%	14%	20%	16%	17%	11%
6	14%	14%	10%	17%	17%	16%	14%	8%	16%	15%	15%	8%	17%	17%	16%	17%	0%
5	14%	13%	18%	15%	12%	12%	8%	14%	12%	5%	12%	14%	12%	14%	17%	8%	22%
4	9%	9%	7%	10%	14%	10%	15%	4%	9%	7%	18%	4%	14%	9%	12%	17%	0%
3	11%	11%	14%	10%	15%	15%	13%	5%	16%	15%	10%	5%	15%	12%	6%	8%	11%
2	6%	6%	8%	6%	8%	7%	8%	2%	6%	8%	8%	2%	8%	6%	10%	0%	0%
Do not agree (1)	7%	7%	9%	6%	9%	12%	9%	5%	11%	12%	4%	5%	9%	7%	5%	17%	22%
Vet ej	1%	1%	1%	0%	0%	0%	0%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%

	Manager with personnel responsibility																
	Total	Manager with personnel responsibility	Manager without personnel responsibility	Country					Unions								
				Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Dan-mark	Fackförbundet SUORA	För-säkringsmänna-förbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Other
<i>Bas:</i>	2029	1910	119	799	139	320	192	460	307	74	137	391	139	585	200	12	9
I have time enough to complete my tasks as a manager																	
Agree completely (10)	6%	5%	8%	6%	3%	5%	4%	5%	5%	8%	2%	5%	3%	7%	7%	8%	0%
9	4%	4%	3%	4%	4%	5%	6%	5%	5%	7%	5%	5%	4%	3%	5%	0%	0%
8	9%	8%	15%	6%	6%	10%	8%	11%	10%	11%	7%	12%	6%	6%	6%	0%	11%
7	11%	11%	11%	11%	12%	8%	12%	12%	8%	7%	15%	13%	12%	12%	9%	0%	11%
6	9%	9%	13%	10%	16%	12%	6%	6%	12%	7%	5%	6%	16%	10%	9%	8%	11%
5	14%	14%	11%	14%	10%	13%	15%	14%	14%	10%	16%	14%	10%	13%	15%	17%	33%
4	15%	15%	13%	18%	19%	14%	17%	10%	14%	16%	18%	9%	19%	19%	16%	25%	33%
3	16%	16%	13%	16%	16%	16%	16%	16%	16%	16%	17%	16%	16%	16%	14%	25%	0%
2	8%	8%	5%	8%	10%	8%	7%	10%	8%	8%	7%	10%	10%	7%	10%	0%	0%
Do not agree (1)	8%	8%	6%	8%	5%	9%	8%	8%	9%	11%	9%	8%	5%	7%	11%	8%	0%
Vet ej	1%	1%	3%	0%	0%	0%	1%	3%	0%	0%	0%	0%	0%	0%	0%	8%	0%
I have a good balance between work and my personal life																	
Agree completely (10)	16%	16%	18%	13%	16%	21%	16%	17%	21%	19%	14%	17%	16%	13%	14%	8%	22%
9	9%	9%	13%	8%	7%	6%	16%	9%	6%	15%	15%	10%	7%	8%	8%	0%	0%
8	16%	16%	12%	17%	9%	18%	16%	15%	18%	18%	14%	16%	9%	17%	18%	8%	0%
7	13%	13%	9%	15%	17%	13%	10%	10%	13%	7%	12%	9%	17%	15%	15%	0%	22%
6	10%	10%	9%	12%	14%	12%	8%	6%	12%	8%	10%	6%	14%	11%	14%	8%	0%
5	14%	14%	15%	14%	14%	12%	9%	17%	12%	7%	11%	18%	14%	16%	8%	33%	11%
4	10%	10%	9%	11%	13%	11%	10%	6%	11%	14%	9%	7%	13%	10%	12%	17%	22%
3	7%	7%	5%	6%	7%	6%	7%	9%	6%	7%	7%	8%	7%	6%	8%	17%	22%
2	3%	3%	4%	2%	4%	1%	3%	4%	1%	3%	4%	4%	4%	2%	3%	0%	0%
Do not agree (1)	3%	3%	4%	3%	1%	2%	3%	5%	1%	4%	3%	5%	1%	3%	3%	8%	0%
Vet ej	1%	1%	1%	0%	0%	0%	1%	3%	0%	0%	2%	0%	0%	0%	0%	0%	0%
I have time enough to pursue the development of my own personal competence																	
Agree completely (10)	6%	6%	8%	5%	2%	8%	6%	6%	8%	11%	2%	6%	2%	6%	5%	17%	0%
9	3%	3%	3%	3%	1%	4%	5%	3%	4%	7%	4%	4%	1%	3%	2%	0%	0%
8	9%	9%	9%	6%	3%	12%	15%	10%	12%	11%	15%	11%	3%	7%	7%	8%	11%
7	12%	11%	15%	11%	10%	11%	13%	13%	11%	8%	15%	13%	10%	11%	9%	8%	11%
6	11%	11%	14%	12%	12%	12%	9%	8%	11%	11%	8%	9%	12%	14%	7%	0%	0%
5	15%	15%	12%	14%	16%	13%	10%	20%	14%	14%	10%	21%	16%	14%	13%	8%	22%
4	16%	16%	15%	18%	17%	16%	16%	10%	15%	15%	18%	10%	17%	17%	22%	25%	33%
3	14%	15%	10%	16%	23%	12%	13%	13%	12%	10%	15%	14%	23%	14%	19%	33%	11%
2	8%	8%	9%	9%	8%	6%	7%	9%	7%	8%	6%	10%	8%	9%	10%	0%	11%
Do not agree (1)	6%	6%	7%	6%	7%	6%	7%	5%	5%	7%	8%	5%	7%	5%	9%	0%	0%
Vet ej	1%	1%	1%	0%	0%	0%	0%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%

	Manager with personnel responsibility																
	Total	Manager with personnel responsibility	Manager without personnel responsibility	Country					Unions								
				Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Dan-mark	Fackförbundet SUORA	För-säkringsmanna-förbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Other
<i>Bas:</i>	2029	1910	119	799	139	320	192	460	307	74	137	391	139	585	200	12	9
I have a very positive attitude to the future where as my work is concerned																	
Agree completely (10)	14%	14%	12%	11%	11%	23%	13%	16%	24%	22%	5%	16%	11%	12%	10%	25%	11%
9	11%	11%	10%	9%	5%	13%	12%	15%	13%	10%	13%	17%	5%	9%	8%	25%	0%
8	20%	20%	21%	18%	20%	19%	24%	23%	19%	24%	23%	23%	20%	19%	18%	17%	44%
7	19%	19%	18%	21%	20%	18%	22%	15%	18%	20%	23%	15%	20%	22%	19%	17%	11%
6	10%	10%	9%	12%	20%	10%	9%	5%	10%	5%	12%	5%	20%	13%	10%	0%	11%
5	11%	11%	10%	14%	10%	7%	6%	12%	7%	5%	7%	12%	10%	12%	18%	8%	22%
4	6%	6%	5%	8%	6%	3%	5%	3%	3%	3%	7%	3%	6%	7%	10%	0%	0%
3	3%	3%	9%	3%	4%	2%	4%	3%	2%	4%	4%	4%	4%	2%	4%	8%	0%
2	2%	2%	0%	2%	1%	1%	2%	3%	1%	1%	2%	3%	1%	2%	3%	0%	0%
Do not agree (1)	2%	2%	4%	2%	2%	2%	4%	2%	2%	5%	4%	2%	2%	2%	2%	0%	0%
Vet ej	1%	1%	1%	1%	1%	2%	1%	3%	1%	0%	1%	0%	1%	1%	1%	0%	0%
I have enough influence over my work situation																	
Agree completely (10)	12%	12%	9%	10%	10%	19%	8%	12%	18%	14%	2%	12%	10%	11%	8%	25%	0%
9	12%	12%	11%	9%	10%	15%	12%	15%	16%	8%	13%	16%	10%	9%	10%	17%	11%
8	19%	19%	18%	18%	19%	23%	15%	20%	23%	14%	18%	21%	19%	18%	18%	0%	44%
7	19%	19%	22%	23%	18%	17%	21%	12%	18%	18%	23%	13%	18%	24%	20%	25%	22%
6	12%	12%	13%	12%	19%	8%	16%	9%	8%	18%	15%	9%	19%	13%	10%	8%	11%
5	10%	11%	9%	13%	9%	7%	6%	11%	7%	4%	9%	12%	9%	12%	15%	8%	0%
4	7%	7%	5%	8%	8%	4%	7%	6%	4%	7%	8%	5%	8%	8%	8%	0%	0%
3	5%	5%	4%	5%	4%	4%	7%	5%	5%	10%	7%	5%	4%	3%	9%	8%	0%
2	2%	2%	3%	2%	2%	1%	3%	4%	1%	4%	2%	4%	2%	1%	3%	8%	0%
Do not agree (1)	2%	2%	5%	2%	1%	1%	5%	3%	1%	4%	4%	4%	1%	2%	1%	0%	11%
Vet ej	1%	1%	1%	0%	0%	0%	1%	4%	0%	1%	1%	0%	0%	0%	1%	0%	0%
My union supports me in my roll as manager																	
Agree completely (10)	5%	5%	9%	3%	1%	4%	4%	9%	4%	7%	2%	9%	1%	4%	2%	17%	0%
9	4%	4%	5%	2%	3%	3%	2%	11%	3%	4%	1%	13%	3%	2%	2%	0%	0%
8	6%	6%	9%	4%	3%	5%	5%	9%	5%	11%	2%	10%	3%	4%	4%	0%	11%
7	6%	6%	8%	6%	6%	5%	5%	7%	5%	11%	2%	7%	6%	7%	5%	0%	0%
6	6%	7%	3%	7%	7%	8%	7%	6%	8%	7%	7%	6%	7%	8%	4%	0%	0%
5	16%	16%	16%	13%	16%	10%	12%	28%	10%	10%	14%	29%	16%	14%	8%	25%	44%
4	6%	6%	3%	5%	4%	7%	9%	5%	7%	11%	6%	5%	4%	5%	6%	0%	11%
3	10%	9%	11%	10%	11%	7%	15%	7%	7%	10%	18%	8%	11%	9%	12%	8%	0%
2	10%	10%	12%	12%	13%	8%	14%	5%	7%	14%	12%	5%	13%	12%	15%	8%	11%
Do not agree (1)	12%	12%	11%	14%	11%	13%	11%	10%	13%	7%	14%	11%	11%	11%	22%	25%	22%
Vet ej	19%	20%	13%	24%	27%	31%	17%	3%	31%	11%	23%	0%	27%	25%	21%	17%	0%

	Manager with personnel responsibility																
	Total	Manager with personnel responsibility	Manager without personnel responsibility	Country					Unions								
				Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Dan-mark	Fackförbundet SUORA	För-säkringsmänna-förbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Other
<i>Bas:</i>	2029	1910	119	799	139	320	192	460	307	74	137	391	139	585	200	12	9
My superior supports me fully																	
Agree completely (10)	22%	22%	21%	20%	18%	21%	20%	27%	20%	24%	15%	28%	18%	21%	21%	42%	11%
9	16%	16%	15%	14%	12%	17%	16%	18%	17%	11%	20%	19%	12%	13%	17%	25%	11%
8	17%	17%	19%	15%	19%	18%	19%	19%	18%	15%	21%	21%	19%	16%	14%	8%	22%
7	15%	15%	15%	16%	18%	15%	18%	11%	15%	19%	18%	11%	18%	17%	14%	8%	11%
6	8%	9%	5%	11%	7%	8%	6%	6%	9%	8%	6%	6%	7%	10%	12%	8%	11%
5	8%	8%	11%	9%	12%	7%	7%	7%	7%	4%	10%	7%	12%	9%	9%	0%	11%
4	4%	4%	4%	4%	7%	5%	7%	2%	5%	7%	6%	2%	7%	4%	5%	0%	11%
3	4%	4%	5%	4%	2%	6%	2%	3%	6%	3%	2%	3%	2%	4%	3%	0%	0%
2	2%	2%	0%	3%	1%	1%	2%	2%	1%	4%	0%	2%	1%	3%	4%	8%	0%
Do not agree (1)	2%	2%	4%	3%	2%	3%	3%	1%	3%	3%	4%	1%	2%	2%	3%	0%	11%
Vet ej	1%	1%	1%	1%	1%	1%	1%	3%	1%	3%	0%	0%	1%	1%	0%	0%	0%
The competence of my co-workers match the demands of the future																	
Agree completely (10)	7%	7%	6%	6%	5%	9%	4%	9%	8%	5%	3%	8%	5%	7%	7%	25%	0%
9	8%	8%	5%	6%	7%	7%	8%	13%	7%	5%	10%	14%	7%	5%	7%	8%	11%
8	19%	19%	15%	18%	16%	19%	20%	21%	20%	16%	19%	22%	16%	16%	24%	17%	11%
7	22%	23%	15%	22%	29%	28%	25%	17%	28%	22%	28%	17%	29%	23%	21%	17%	22%
6	14%	14%	13%	14%	14%	18%	15%	11%	19%	19%	11%	11%	14%	15%	14%	0%	22%
5	12%	12%	16%	15%	12%	8%	10%	11%	8%	8%	12%	12%	12%	15%	16%	8%	11%
4	8%	8%	10%	9%	7%	7%	9%	6%	7%	10%	10%	5%	7%	10%	6%	0%	11%
3	6%	5%	6%	6%	7%	4%	7%	5%	4%	10%	7%	6%	7%	5%	6%	8%	0%
2	2%	2%	2%	2%	2%	0%	2%	2%	0%	4%	1%	3%	2%	3%	0%	0%	0%
Do not agree (1)	1%	1%	2%	1%	1%	0%	1%	2%	0%	1%	0%	2%	1%	1%	0%	17%	11%
Vet ej	2%	1%	10%	1%	1%	0%	0%	3%	0%	0%	0%	0%	1%	1%	1%	0%	0%
My present competence matches the demands of the future																	
Agree completely (10)	8%	9%	6%	7%	6%	12%	4%	11%	11%	5%	2%	11%	6%	7%	8%	33%	0%
9	12%	12%	10%	10%	9%	12%	9%	17%	12%	8%	8%	18%	9%	11%	10%	17%	33%
8	24%	24%	22%	21%	19%	27%	25%	27%	27%	19%	29%	28%	19%	22%	21%	17%	22%
7	28%	28%	25%	31%	39%	28%	24%	20%	29%	27%	22%	21%	39%	32%	28%	25%	22%
6	12%	12%	16%	13%	11%	12%	15%	7%	12%	18%	15%	8%	11%	12%	15%	0%	0%
5	9%	9%	9%	12%	10%	3%	9%	10%	3%	8%	10%	11%	10%	11%	13%	8%	0%
4	3%	3%	2%	3%	3%	3%	9%	2%	3%	7%	10%	3%	3%	3%	3%	0%	11%
3	2%	1%	6%	1%	2%	1%	2%	2%	1%	3%	2%	2%	2%	1%	2%	0%	0%
2	0%	1%	0%	0%	0%	1%	2%	0%	1%	3%	1%	0%	0%	0%	1%	0%	0%
Do not agree (1)	0%	0%	1%	0%	0%	0%	1%	0%	0%	1%	1%	0%	0%	0%	0%	0%	11%
Vet ej	2%	2%	3%	1%	2%	1%	1%	3%	1%	1%	2%	0%	2%	1%	2%	0%	0%

	Manager with personnel responsibility																
	Total	Manager with personnel responsibility	Manager without personnel responsibility	Country					Unions								
				Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Dan-mark	Fackförbundet SUORA	För-säkrings-manna-förbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Other
Bas:	2029	1910	119	799	139	320	192	460	307	74	137	391	139	585	200	12	9
Q8. In general, how is your relation with ..																	
Your management colleagues																	
Very good	42%	42%	34%	45%	37%	33%	31%	49%	33%	28%	32%	49%	37%	48%	40%	67%	44%
Fairly good	47%	46%	54%	45%	53%	47%	58%	42%	48%	61%	54%	46%	53%	44%	47%	17%	56%
Neither good nor bad	9%	10%	8%	9%	8%	17%	9%	5%	17%	7%	11%	5%	8%	8%	13%	17%	0%
Fairly bad	1%	1%	2%	1%	1%	2%	2%	1%	2%	3%	3%	1%	1%	0%	1%	0%	0%
Very bad	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Dont know	1%	1%	3%	0%	1%	1%	1%	3%	1%	1%	0%	0%	1%	0%	0%	0%	0%
Your co-workers lower in the hierarchy																	
Very good	49%	50%	34%	52%	53%	38%	32%	60%	38%	28%	37%	62%	53%	54%	47%	58%	78%
Fairly good	47%	46%	51%	45%	43%	58%	62%	35%	58%	68%	58%	36%	43%	43%	51%	33%	22%
Neither good nor bad	3%	3%	4%	3%	4%	3%	5%	2%	3%	3%	5%	2%	4%	3%	2%	0%	0%
Fairly bad	0%	0%	0%	0%	0%	1%	1%	0%	1%	1%	0%	0%	0%	0%	0%	0%	0%
Very bad	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	1%	8%	0%
Dont know	1%	1%	10%	0%	0%	0%	0%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Your superior																	
Very good	45%	45%	42%	48%	40%	35%	32%	54%	36%	28%	34%	56%	40%	50%	43%	58%	67%
Fairly good	39%	39%	42%	36%	45%	43%	52%	34%	43%	51%	55%	35%	45%	34%	40%	33%	22%
Neither good nor bad	11%	11%	13%	11%	9%	16%	10%	7%	16%	12%	7%	8%	9%	11%	11%	8%	11%
Fairly bad	3%	4%	1%	4%	3%	4%	4%	2%	4%	5%	3%	2%	3%	4%	5%	0%	0%
Very bad	1%	1%	2%	1%	2%	2%	2%	0%	2%	3%	1%	0%	2%	1%	2%	0%	0%
Dont know	1%	1%	1%	0%	1%	0%	0%	3%	0%	0%	0%	0%	1%	0%	0%	0%	0%
Your own work related development																	
Very good	12%	12%	8%	12%	8%	9%	9%	15%	9%	10%	7%	15%	8%	14%	10%	42%	22%
Fairly good	56%	56%	59%	54%	59%	56%	62%	57%	56%	64%	61%	58%	59%	56%	47%	42%	78%
Neither good nor bad	26%	26%	26%	27%	27%	28%	23%	22%	28%	19%	28%	24%	27%	24%	34%	17%	0%
Fairly bad	5%	5%	5%	6%	5%	6%	6%	2%	6%	8%	4%	3%	5%	6%	9%	0%	0%
Very bad	1%	1%	2%	1%	1%	1%	1%	0%	1%	0%	2%	0%	1%	0%	1%	0%	0%
Dont know	1%	1%	1%	0%	0%	1%	0%	4%	1%	0%	0%	0%	0%	0%	0%	0%	0%
External relations																	
Very good	28%	28%	30%	29%	22%	19%	14%	40%	19%	22%	11%	42%	22%	32%	22%	33%	44%
Fairly good	52%	52%	51%	51%	50%	53%	63%	50%	52%	62%	61%	51%	50%	51%	49%	42%	56%
Neither good nor bad	15%	15%	16%	16%	22%	21%	17%	7%	21%	8%	22%	7%	22%	15%	22%	8%	0%
Fairly bad	2%	3%	1%	2%	2%	4%	6%	0%	5%	7%	5%	0%	2%	2%	3%	8%	0%
Very bad	0%	0%	0%	0%	1%	1%	0%	0%	1%	0%	0%	0%	1%	0%	1%	0%	0%
Dont know	2%	2%	2%	1%	3%	3%	1%	3%	2%	1%	1%	0%	3%	1%	4%	8%	0%

	Manager with personnel responsibility																
	Total	Manager with personnel responsibility	Manager without personnel responsibility	Country					Unions								
				Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Dan-mark	Fackförbundet SUORA	För-säkrings-manna-förbundet	Samband Islenskra Banka-manna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Other
Bas:	2029	1910	119	799	139	320	192	460	307	74	137	391	139	585	200	12	9
Your private life																	
Very good	42%	42%	43%	45%	43%	43%	35%	37%	42%	39%	32%	38%	43%	46%	45%	33%	33%
Fairly good	43%	43%	40%	41%	41%	42%	47%	45%	42%	51%	46%	46%	41%	43%	36%	42%	44%
Neither good nor bad	12%	12%	14%	10%	14%	13%	13%	13%	12%	7%	15%	13%	14%	9%	16%	17%	22%
Fairly bad	3%	3%	3%	3%	1%	3%	4%	3%	3%	3%	6%	3%	1%	3%	4%	0%	0%
Very bad	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%
Dont know	1%	1%	1%	0%	0%	0%	1%	3%	0%	0%	1%	0%	0%	0%	0%	8%	0%

Q9. How large percentage of your working hours do you use for ..

Relations with management colleagues																	
Nothing	9%	9%	8%	3%	3%	3%	2%	26%	4%	3%	2%	18%	3%	4%	1%	33%	0%
1-5%	61%	61%	49%	64%	66%	73%	68%	45%	72%	73%	66%	50%	66%	63%	68%	17%	89%
6-10%	22%	22%	23%	24%	22%	18%	21%	21%	18%	16%	25%	23%	22%	24%	23%	33%	11%
11-20%	5%	4%	12%	3%	7%	3%	2%	7%	3%	1%	2%	8%	7%	3%	5%	0%	0%
21-30%	1%	1%	3%	1%	1%	0%	1%	1%	0%	0%	2%	1%	1%	0%	1%	0%	0%
31-40%	0%	0%	3%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%
41-50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
51-60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
91-100%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	8%	0%
Dont know	4%	4%	3%	6%	2%	3%	5%	0%	4%	7%	4%	0%	2%	7%	4%	8%	0%
Relations with co-workers lower in the hierarchy																	
Nothing	5%	4%	19%	0%	0%	0%	0%	18%	0%	0%	0%	9%	0%	0%	0%	33%	0%
1-5%	7%	7%	9%	8%	1%	10%	12%	4%	10%	14%	11%	4%	1%	7%	8%	17%	11%
6-10%	19%	19%	16%	23%	15%	20%	19%	13%	21%	24%	18%	15%	15%	23%	20%	17%	22%
11-20%	32%	32%	27%	35%	37%	33%	37%	24%	31%	31%	35%	26%	37%	35%	40%	17%	33%
21-30%	19%	19%	11%	19%	26%	19%	17%	20%	19%	14%	18%	22%	26%	19%	18%	8%	33%
31-40%	8%	8%	4%	8%	12%	9%	7%	8%	9%	5%	9%	8%	12%	8%	8%	0%	0%
41-50%	5%	5%	5%	4%	6%	6%	7%	7%	6%	8%	5%	8%	6%	4%	6%	0%	0%
51-60%	2%	2%	0%	1%	2%	2%	2%	3%	2%	1%	3%	3%	2%	1%	1%	0%	0%
61-70%	1%	1%	1%	0%	0%	1%	0%	2%	1%	0%	0%	3%	0%	0%	0%	0%	0%
71-80%	1%	1%	0%	0%	0%	1%	0%	1%	1%	0%	0%	1%	0%	0%	0%	0%	0%
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	1%	0%	0%
Dont know	2%	1%	8%	3%	1%	0%	1%	0%	0%	3%	1%	0%	1%	3%	1%	8%	0%

	Manager with personnel responsibility																
	Total	Manager with personnel responsibility	Manager without personnel responsibility	Country					Unions								
				Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Dan-mark	Fackförbundet SUORA	För-säkrings-manna-förbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Other
<i>Bas:</i>	2029	1910	119	799	139	320	192	460	307	74	137	391	139	585	200	12	9
Relations with you superior																	
Nothing	6%	6%	7%	1%	1%	3%	1%	21%	3%	1%	1%	12%	1%	1%	1%	33%	0%
1-5%	60%	62%	43%	70%	58%	66%	70%	41%	65%	73%	69%	46%	58%	70%	73%	17%	44%
6-10%	24%	23%	35%	19%	33%	23%	21%	29%	24%	19%	20%	31%	33%	18%	20%	42%	56%
11-20%	6%	6%	9%	4%	7%	7%	3%	7%	7%	3%	4%	9%	7%	5%	3%	0%	0%
21-30%	1%	1%	3%	1%	1%	1%	1%	2%	1%	0%	2%	2%	1%	1%	1%	0%	0%
31-40%	0%	0%	1%	0%	0%	0%	1%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%
41-50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
51-60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Dont know	3%	3%	2%	5%	0%	1%	4%	0%	1%	4%	4%	0%	0%	5%	4%	8%	0%
Your own work related development																	
Nothing	16%	16%	15%	12%	19%	7%	4%	35%	7%	3%	4%	27%	19%	13%	9%	42%	22%
1-5%	62%	63%	48%	67%	65%	68%	59%	51%	67%	64%	62%	57%	65%	64%	75%	33%	56%
6-10%	14%	13%	27%	10%	10%	18%	26%	12%	19%	23%	23%	13%	10%	10%	9%	8%	22%
11-20%	2%	2%	5%	1%	1%	2%	6%	2%	2%	5%	4%	2%	1%	1%	1%	8%	0%
21-30%	1%	1%	1%	1%	0%	1%	1%	0%	1%	0%	2%	0%	0%	0%	1%	0%	0%
31-40%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
41-50%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
51-60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Dont know	6%	6%	4%	10%	4%	4%	5%	0%	4%	5%	5%	0%	4%	11%	7%	8%	0%

	Manager with personnel responsibility																
	Total	Manager with personnel responsibility	Manager without personnel responsibility	Country					Unions								
				Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Dan-mark	Fackförbundet SUORA	För-säkrings-manna-förbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Other
<i>Bas:</i>	2029	1910	119	799	139	320	192	460	307	74	137	391	139	585	200	12	9
Business planning																	
Nothing	9%	8%	12%	1%	3%	10%	1%	25%	10%	0%	1%	16%	3%	1%	2%	42%	0%
1-5%	34%	35%	25%	34%	35%	44%	22%	35%	43%	26%	24%	39%	35%	35%	32%	8%	44%
6-10%	30%	30%	34%	31%	33%	23%	39%	27%	24%	42%	37%	30%	33%	34%	25%	25%	22%
11-20%	18%	18%	15%	21%	23%	11%	29%	11%	11%	24%	26%	13%	23%	20%	29%	17%	22%
21-30%	4%	4%	6%	6%	4%	2%	7%	1%	2%	5%	8%	1%	4%	5%	8%	0%	11%
31-40%	1%	1%	1%	1%	0%	0%	1%	1%	0%	0%	1%	1%	0%	1%	2%	0%	0%
41-50%	1%	0%	3%	1%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	2%	0%	0%
51-60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Dont know	4%	4%	4%	5%	3%	9%	2%	0%	10%	3%	2%	0%	3%	5%	3%	8%	0%
Work management																	
Nothing	8%	7%	25%	0%	1%	1%	1%	27%	0%	0%	2%	18%	1%	0%	1%	42%	0%
1-5%	22%	21%	28%	15%	22%	25%	25%	28%	24%	28%	22%	32%	22%	15%	16%	25%	11%
6-10%	31%	32%	20%	33%	35%	34%	31%	27%	35%	35%	28%	30%	35%	34%	29%	8%	78%
11-20%	25%	26%	8%	32%	32%	23%	28%	14%	23%	22%	34%	16%	32%	33%	31%	8%	11%
21-30%	8%	9%	4%	13%	7%	8%	6%	3%	8%	5%	7%	3%	7%	12%	16%	8%	0%
31-40%	2%	2%	3%	2%	2%	2%	4%	0%	2%	1%	4%	0%	2%	2%	3%	0%	0%
41-50%	1%	1%	3%	1%	0%	2%	1%	1%	2%	1%	1%	1%	0%	1%	2%	0%	0%
51-60%	0%	0%	0%	0%	0%	1%	1%	0%	1%	1%	0%	0%	0%	0%	0%	0%	0%
61-70%	0%	0%	2%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Dont know	3%	3%	8%	4%	1%	4%	4%	0%	4%	5%	3%	0%	1%	3%	4%	8%	0%

	Manager with personnel responsibility																
	Total	Manager with personnel responsibility	Manager without personnel responsibility	Country					Unions								
				Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Dan-mark	Fackförbundet SUORA	För-säkrings-manna-förbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Other
Bas:	2029	1910	119	799	139	320	192	460	307	74	137	391	139	585	200	12	9
Personnel development																	
Nothing	12%	11%	34%	0%	2%	2%	1%	41%	2%	1%	0%	34%	2%	0%	0%	50%	22%
1-5%	41%	41%	34%	40%	35%	39%	46%	46%	38%	49%	47%	52%	35%	36%	47%	25%	44%
6-10%	29%	30%	14%	36%	37%	36%	36%	11%	37%	34%	34%	12%	37%	37%	35%	17%	33%
11-20%	12%	12%	5%	16%	21%	18%	11%	1%	17%	11%	12%	2%	21%	17%	13%	0%	0%
21-30%	2%	2%	1%	3%	2%	2%	3%	0%	2%	0%	4%	0%	2%	4%	1%	0%	0%
31-40%	0%	0%	0%	0%	1%	1%	0%	0%	1%	0%	0%	0%	1%	0%	1%	0%	0%
41-50%	0%	0%	0%	0%	0%	1%	1%	0%	1%	1%	0%	0%	0%	0%	1%	0%	0%
51-60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Dont know	3%	3%	12%	5%	2%	3%	3%	0%	3%	4%	2%	0%	2%	5%	4%	8%	0%
Economic planning and follow-up																	
Nothing	18%	18%	29%	6%	7%	6%	9%	54%	6%	5%	10%	47%	7%	6%	6%	67%	33%
1-5%	40%	41%	33%	39%	48%	42%	54%	34%	41%	57%	53%	39%	48%	39%	43%	0%	44%
6-10%	23%	24%	17%	30%	28%	28%	20%	10%	28%	23%	20%	11%	28%	32%	26%	17%	0%
11-20%	10%	10%	10%	14%	11%	14%	6%	3%	15%	8%	4%	3%	11%	13%	15%	0%	22%
21-30%	2%	2%	0%	3%	1%	3%	1%	0%	3%	0%	3%	1%	1%	3%	4%	0%	0%
31-40%	1%	0%	3%	1%	0%	0%	0%	0%	0%	0%	1%	0%	0%	1%	2%	0%	0%
41-50%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	1%	0%	1%	0%	0%
51-60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Dont know	5%	5%	9%	6%	5%	7%	10%	0%	7%	7%	11%	0%	5%	7%	5%	17%	0%

	Manager with personnel responsibility																
	Total	Manager with personnel responsibility	Manager without personnel responsibility	Country					Unions								
				Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Dan-mark	Fackförbundet SUORA	För-säkrings-manna-förbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Other
Bas:	2029	1910	119	799	139	320	192	460	307	74	137	391	139	585	200	12	9
Internal relations																	
Nothing	9%	9%	9%	3%	7%	3%	1%	25%	3%	1%	0%	16%	7%	4%	2%	42%	11%
1-5%	46%	46%	39%	52%	50%	53%	61%	24%	53%	55%	64%	27%	50%	49%	61%	17%	56%
6-10%	25%	25%	22%	23%	26%	22%	22%	31%	21%	28%	19%	34%	26%	25%	21%	17%	22%
11-20%	10%	10%	17%	7%	9%	9%	7%	15%	10%	7%	7%	17%	9%	7%	7%	8%	0%
21-30%	2%	1%	4%	1%	1%	2%	0%	2%	2%	0%	0%	3%	1%	1%	2%	0%	0%
31-40%	1%	1%	0%	1%	0%	1%	0%	1%	0%	0%	0%	1%	0%	1%	1%	0%	11%
41-50%	0%	0%	1%	0%	0%	0%	0%	1%	0%	0%	0%	1%	0%	0%	0%	0%	0%
51-60%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
71-80%	0%	0%	0%	0%	0%	1%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Dont know	8%	8%	7%	12%	7%	10%	9%	0%	10%	8%	10%	0%	7%	13%	8%	17%	0%
External relations																	
Nothing	13%	13%	11%	8%	11%	7%	6%	29%	8%	8%	7%	21%	11%	6%	12%	42%	11%
1-5%	43%	43%	38%	47%	50%	47%	60%	24%	47%	53%	64%	27%	50%	43%	59%	17%	44%
6-10%	18%	17%	24%	16%	18%	19%	13%	19%	19%	19%	11%	20%	18%	18%	14%	17%	11%
11-20%	9%	9%	9%	8%	7%	11%	5%	12%	11%	5%	4%	14%	7%	10%	3%	8%	11%
21-30%	4%	4%	4%	3%	4%	3%	1%	9%	2%	0%	2%	10%	4%	4%	2%	8%	22%
31-40%	2%	2%	4%	2%	3%	0%	1%	3%	0%	1%	0%	4%	3%	2%	1%	0%	0%
41-50%	1%	1%	2%	1%	1%	2%	0%	2%	2%	0%	0%	3%	1%	2%	0%	0%	0%
51-60%	0%	0%	1%	0%	1%	0%	0%	0%	0%	0%	0%	1%	1%	1%	0%	0%	0%
61-70%	1%	1%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	1%	0%	0%
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Dont know	9%	9%	7%	13%	7%	10%	14%	0%	10%	14%	13%	0%	7%	14%	9%	8%	0%

	Manager with personnel responsibility																
	Total	Manager with personnel responsibility	Manager without personnel responsibility	Country					Unions								
				Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Dan-mark	Fackförbundet SUORA	För-säkrings-manna-förbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Other
Bas:	2029	1910	119	799	139	320	192	460	307	74	137	391	139	585	200	12	9
Miscellaneous																	
Nothing	21%	21%	25%	7%	7%	8%	8%	63%	9%	7%	10%	59%	7%	6%	9%	58%	33%
1-5%	17%	17%	15%	18%	17%	16%	24%	15%	15%	22%	23%	18%	17%	17%	21%	8%	22%
6-10%	9%	9%	12%	8%	7%	8%	11%	11%	7%	10%	11%	12%	7%	8%	9%	8%	0%
11-20%	6%	6%	6%	6%	7%	6%	11%	5%	5%	11%	10%	5%	7%	7%	6%	0%	0%
21-30%	3%	3%	3%	3%	1%	4%	3%	2%	4%	3%	3%	2%	1%	3%	2%	0%	11%
31-40%	2%	2%	3%	2%	1%	3%	3%	1%	3%	5%	1%	1%	1%	2%	2%	0%	11%
41-50%	2%	2%	2%	2%	2%	3%	6%	1%	3%	10%	5%	1%	2%	2%	2%	0%	0%
51-60%	1%	1%	3%	1%	1%	2%	2%	1%	2%	3%	1%	1%	1%	1%	2%	0%	0%
61-70%	1%	1%	1%	1%	1%	2%	1%	1%	1%	1%	0%	1%	1%	1%	1%	8%	0%
71-80%	0%	0%	0%	0%	1%	0%	2%	0%	0%	3%	2%	0%	1%	0%	1%	0%	0%
81-90%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
91-100%	1%	1%	1%	2%	0%	0%	1%	1%	0%	1%	1%	1%	0%	2%	1%	8%	0%
Dont know	36%	37%	27%	51%	55%	48%	30%	0%	50%	26%	34%	0%	55%	52%	47%	8%	22%
Q10. What is the optimal percentage spent on ...																	
Relations with management colleagues																	
Nothing	10%	10%	11%	1%	2%	1%	1%	36%	1%	1%	1%	28%	2%	2%	1%	33%	0%
1-5%	55%	55%	44%	60%	64%	68%	57%	36%	67%	57%	56%	40%	64%	60%	63%	25%	89%
6-10%	26%	25%	28%	28%	25%	24%	29%	21%	24%	27%	31%	24%	25%	28%	28%	25%	11%
11-20%	4%	4%	12%	3%	7%	2%	4%	6%	2%	3%	5%	7%	7%	2%	5%	0%	0%
21-30%	0%	0%	0%	0%	0%	0%	1%	0%	0%	1%	1%	0%	0%	0%	1%	0%	0%
31-40%	0%	0%	2%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
41-50%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	8%	0%
51-60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Dont know	5%	5%	3%	8%	3%	5%	8%	0%	5%	11%	7%	0%	3%	9%	4%	8%	0%

	Manager with personnel responsibility																		
	Total	Manager with personnel responsibility	Manager without personnel responsibility	Country					Unions									Nothing	Other
				Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Dan-mark	Fackförbundet SUORA	För-säkrings-manna-förbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF				
<i>Bas:</i>	2029	1910	119	799	139	320	192	460	307	74	137	391	139	585	200	12	9		
Relations with co-workers lower in the hierarchy																			
Nothing	8%	7%	22%	0%	0%	0%	1%	29%	0%	0%	0%	20%	0%	0%	0%	42%	0%		
1-5%	5%	5%	5%	8%	3%	6%	5%	2%	6%	7%	4%	2%	3%	8%	6%	8%	11%		
6-10%	19%	19%	18%	21%	14%	20%	20%	15%	21%	23%	18%	17%	14%	22%	17%	25%	22%		
11-20%	33%	33%	27%	37%	41%	34%	39%	23%	33%	39%	36%	26%	41%	36%	43%	0%	33%		
21-30%	19%	19%	15%	18%	19%	23%	21%	18%	24%	19%	22%	20%	19%	18%	19%	8%	33%		
31-40%	8%	8%	3%	8%	13%	9%	8%	5%	9%	3%	13%	6%	13%	7%	10%	0%	0%		
41-50%	4%	4%	3%	4%	8%	4%	5%	4%	4%	5%	4%	5%	8%	4%	4%	8%	0%		
51-60%	1%	1%	0%	1%	1%	1%	1%	2%	1%	1%	0%	2%	1%	1%	1%	0%	0%		
61-70%	1%	1%	0%	0%	0%	1%	0%	1%	1%	0%	1%	1%	0%	0%	1%	0%	0%		
71-80%	0%	0%	0%	0%	0%	1%	0%	0%	1%	0%	0%	1%	0%	0%	0%	0%	0%		
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
Dont know	2%	2%	7%	4%	1%	1%	2%	0%	1%	3%	2%	0%	1%	4%	2%	8%	0%		
Relations with you superior																			
Nothing	8%	8%	9%	1%	1%	0%	0%	32%	0%	0%	0%	23%	1%	1%	1%	33%	0%		
1-5%	56%	57%	39%	66%	65%	66%	58%	33%	65%	62%	57%	38%	65%	65%	69%	8%	67%		
6-10%	27%	26%	41%	24%	28%	29%	33%	26%	30%	30%	34%	28%	28%	23%	25%	33%	33%		
11-20%	5%	5%	8%	3%	7%	3%	4%	8%	3%	3%	4%	10%	7%	3%	3%	8%	0%		
21-30%	0%	0%	2%	0%	0%	0%	0%	1%	0%	0%	0%	2%	0%	0%	0%	0%	0%		
31-40%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
41-50%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	8%	0%		
51-60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%		
Dont know	4%	4%	3%	7%	0%	2%	5%	0%	2%	5%	6%	0%	0%	8%	4%	8%	0%		

	Manager with personnel responsibility																
	Total	Manager with personnel responsibility	Manager without personnel responsibility	Country					Unions								
				Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Dan-mark	Fackförbundet SUORA	För-säkrings-manna-förbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Other
<i>Bas:</i>	2029	1910	119	799	139	320	192	460	307	74	137	391	139	585	200	12	9
Your own work related development																	
Nothing	9%	9%	9%	0%	0%	0%	1%	36%	0%	0%	0%	28%	0%	0%	0%	42%	0%
1-5%	37%	37%	28%	45%	43%	37%	25%	29%	37%	30%	26%	33%	43%	43%	48%	25%	56%
6-10%	40%	40%	37%	40%	47%	48%	48%	28%	48%	45%	49%	31%	47%	40%	42%	25%	11%
11-20%	10%	9%	20%	7%	6%	11%	23%	7%	11%	22%	22%	8%	6%	7%	6%	0%	22%
21-30%	1%	1%	2%	1%	1%	1%	1%	1%	1%	1%	0%	1%	1%	1%	1%	0%	0%
31-40%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
41-50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%
51-60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Dont know	4%	4%	3%	7%	4%	3%	3%	0%	3%	3%	4%	0%	4%	8%	4%	8%	11%
Business planning																	
Nothing	10%	10%	13%	0%	1%	7%	1%	34%	8%	0%	1%	25%	1%	0%	0%	42%	0%
1-5%	28%	28%	21%	29%	36%	40%	10%	22%	39%	8%	14%	25%	36%	32%	27%	17%	11%
6-10%	33%	33%	35%	35%	36%	28%	40%	29%	29%	38%	40%	33%	36%	36%	31%	25%	11%
11-20%	20%	20%	21%	23%	19%	10%	38%	13%	9%	43%	32%	14%	19%	21%	31%	8%	67%
21-30%	4%	4%	4%	4%	3%	3%	7%	2%	3%	7%	7%	2%	3%	4%	6%	0%	11%
31-40%	1%	1%	2%	1%	1%	0%	1%	1%	0%	0%	2%	1%	1%	1%	1%	0%	0%
41-50%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%
51-60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Dont know	5%	5%	3%	7%	4%	12%	3%	0%	12%	4%	4%	0%	4%	7%	5%	8%	0%

	Manager with personnel responsibility																
	Total	Manager with personnel responsibility	Manager without personnel responsibility	Country					Unions								
				Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Dan-mark	Fackförbundet SUORA	För-säkrings-manna-för-bundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Other
Bas:	2029	1910	119	799	139	320	192	460	307	74	137	391	139	585	200	12	9
Work management																	
Nothing	10%	9%	26%	1%	1%	1%	1%	37%	1%	0%	1%	29%	1%	1%	1%	42%	0%
1-5%	22%	22%	21%	18%	29%	23%	27%	25%	23%	24%	29%	29%	29%	18%	19%	8%	11%
6-10%	32%	33%	23%	34%	33%	37%	35%	26%	38%	39%	31%	29%	33%	36%	31%	25%	56%
11-20%	22%	23%	10%	29%	28%	22%	25%	10%	22%	23%	26%	11%	28%	29%	28%	8%	0%
21-30%	7%	7%	7%	10%	6%	9%	3%	2%	9%	1%	7%	2%	6%	9%	13%	8%	22%
31-40%	1%	1%	1%	2%	2%	1%	1%	0%	1%	0%	1%	0%	2%	2%	3%	0%	0%
41-50%	1%	1%	2%	1%	0%	2%	1%	0%	2%	3%	0%	0%	0%	1%	1%	0%	0%
51-60%	0%	0%	0%	0%	0%	0%	1%	0%	0%	1%	0%	0%	0%	0%	1%	0%	0%
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Dont know	4%	4%	10%	5%	1%	4%	7%	0%	5%	8%	5%	0%	1%	5%	6%	8%	11%
Personnel development																	
Nothing	12%	11%	31%	0%	0%	0%	1%	43%	0%	0%	0%	36%	0%	0%	0%	50%	11%
1-5%	22%	22%	20%	19%	17%	14%	20%	37%	14%	20%	22%	43%	17%	17%	22%	8%	44%
6-10%	36%	36%	29%	42%	45%	40%	47%	18%	40%	47%	47%	19%	45%	41%	44%	25%	22%
11-20%	21%	21%	8%	26%	30%	31%	25%	2%	31%	26%	23%	2%	30%	27%	26%	0%	11%
21-30%	5%	5%	2%	7%	4%	9%	4%	0%	9%	3%	5%	0%	4%	7%	5%	0%	11%
31-40%	1%	1%	1%	1%	3%	2%	0%	0%	2%	0%	0%	0%	3%	1%	1%	0%	0%
41-50%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	1%	0%	0%
51-60%	0%	0%	0%	0%	0%	1%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Dont know	3%	3%	10%	5%	1%	3%	3%	0%	3%	4%	3%	0%	1%	5%	3%	17%	0%

	Manager with personnel responsibility																
	Total	Manager with personnel responsibility	Manager without personnel responsibility	Country					Unions								
				Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Dan-mark	Fackförbundet SUORA	För-säkrings-manna-förbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Other
Bas:	2029	1910	119	799	139	320	192	460	307	74	137	391	139	585	200	12	9
Economic planning and follow-up																	
Nothing	18%	18%	27%	5%	7%	6%	8%	56%	6%	5%	7%	50%	7%	5%	4%	58%	11%
1-5%	42%	43%	35%	46%	53%	46%	45%	31%	45%	42%	48%	35%	53%	45%	51%	8%	22%
6-10%	24%	24%	20%	29%	24%	31%	27%	11%	31%	34%	22%	12%	24%	28%	30%	17%	44%
11-20%	6%	6%	6%	8%	8%	6%	4%	3%	6%	7%	3%	3%	8%	8%	7%	0%	0%
21-30%	1%	1%	0%	1%	1%	0%	1%	0%	0%	0%	1%	0%	1%	1%	2%	0%	22%
31-40%	0%	0%	2%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
41-50%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%
51-60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Dont know	9%	9%	10%	11%	7%	11%	16%	0%	11%	12%	19%	0%	7%	12%	8%	17%	0%
Internal relations																	
Nothing	12%	12%	10%	4%	4%	3%	2%	38%	3%	1%	1%	29%	4%	4%	3%	42%	22%
1-5%	47%	47%	40%	55%	64%	53%	57%	20%	52%	60%	55%	23%	64%	53%	62%	25%	56%
6-10%	23%	23%	24%	19%	16%	24%	21%	30%	24%	23%	20%	34%	16%	20%	18%	8%	11%
11-20%	5%	5%	12%	3%	3%	5%	2%	10%	5%	3%	3%	12%	3%	3%	4%	8%	0%
21-30%	1%	1%	2%	0%	2%	0%	0%	1%	0%	0%	0%	1%	2%	0%	1%	0%	0%
31-40%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
41-50%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%	0%	0%	0%
51-60%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Dont know	13%	13%	10%	18%	12%	14%	18%	0%	15%	14%	21%	0%	12%	19%	14%	17%	11%

	Manager with personnel responsibility																
	Total	Manager with personnel responsibility	Manager without personnel responsibility	Country					Unions								
				Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Dan-mark	Fackförbundet SUORA	För-säkrings-manna-förbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Other
Bas:	2029	1910	119	799	139	320	192	460	307	74	137	391	139	585	200	12	9
External relations																	
Nothing	13%	13%	15%	4%	4%	4%	3%	39%	4%	5%	3%	32%	4%	3%	5%	42%	11%
1-5%	38%	38%	36%	43%	48%	43%	53%	19%	42%	47%	58%	21%	48%	37%	60%	8%	44%
6-10%	18%	18%	19%	17%	17%	23%	18%	17%	23%	22%	13%	19%	17%	19%	14%	17%	11%
11-20%	10%	10%	9%	10%	13%	11%	2%	10%	11%	5%	1%	12%	13%	13%	6%	8%	0%
21-30%	6%	6%	5%	4%	5%	5%	2%	10%	5%	1%	2%	11%	5%	6%	1%	8%	11%
31-40%	2%	2%	5%	2%	1%	1%	0%	2%	1%	0%	0%	3%	1%	3%	1%	0%	0%
41-50%	1%	1%	0%	1%	1%	0%	0%	1%	0%	0%	0%	1%	1%	2%	0%	0%	11%
51-60%	0%	0%	2%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
61-70%	0%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	1%	0%	1%	1%	0%	0%
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	0%	0%
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
91-100%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Dont know	12%	12%	9%	17%	12%	13%	22%	0%	13%	19%	23%	0%	12%	18%	14%	17%	11%
Miscellaneous																	
Nothing	24%	24%	30%	7%	7%	10%	8%	72%	10%	14%	6%	68%	7%	7%	8%	67%	22%
1-5%	16%	16%	13%	17%	12%	13%	26%	16%	12%	22%	27%	18%	12%	16%	21%	8%	22%
6-10%	5%	5%	5%	5%	4%	5%	7%	6%	6%	11%	4%	7%	4%	4%	6%	0%	11%
11-20%	3%	3%	3%	2%	2%	3%	5%	2%	3%	4%	6%	3%	2%	2%	2%	0%	0%
21-30%	2%	2%	3%	1%	1%	3%	2%	2%	2%	3%	2%	2%	1%	2%	1%	0%	0%
31-40%	1%	1%	3%	1%	0%	3%	1%	0%	4%	3%	0%	0%	0%	0%	1%	0%	0%
41-50%	1%	1%	1%	1%	0%	1%	1%	1%	1%	0%	2%	1%	0%	1%	1%	8%	0%
51-60%	1%	1%	1%	0%	2%	1%	1%	0%	1%	1%	0%	0%	2%	0%	1%	0%	0%
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	1%	0%	0%	1%	0%	0%
71-80%	0%	0%	1%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
91-100%	1%	1%	1%	2%	0%	1%	1%	0%	1%	1%	1%	1%	0%	2%	1%	8%	0%
Dont know	46%	47%	40%	64%	71%	59%	48%	0%	60%	42%	53%	0%	71%	65%	59%	8%	44%

	Manager with personnel responsibility																
	Total	Manager with personnel responsibility	Manager without personnel responsibility	Country					Unions								
				Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Dan-mark	Fackförbundet SUORA	För-säkrings-manna-förbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Other
Bas:	2029	1910	119	799	139	320	192	460	307	74	137	391	139	585	200	12	9
Q11. Of the alternatives below, please mark the 3 most important to solving tasks in the future. Please rank them 1-3.																	
... to focus on leading my co-workers																	
Most important	20%	21%	11%	29%	24%	24%	13%	5%	24%	16%	11%	5%	24%	32%	25%	17%	22%
Second important	11%	11%	5%	14%	11%	14%	10%	4%	14%	8%	11%	4%	11%	14%	15%	0%	11%
Third important	10%	10%	6%	10%	12%	13%	13%	5%	13%	14%	12%	6%	12%	10%	12%	0%	0%
Not mentioned	60%	59%	78%	46%	53%	49%	64%	87%	49%	62%	66%	85%	53%	44%	49%	83%	67%
... that my co-workers to a higher degree manage themselves																	
Most important	24%	25%	15%	27%	25%	33%	23%	15%	32%	22%	25%	16%	25%	28%	25%	33%	33%
Second important	21%	22%	17%	22%	32%	20%	22%	18%	20%	24%	24%	20%	32%	20%	28%	0%	33%
Third important	10%	10%	14%	11%	12%	7%	10%	9%	7%	10%	11%	10%	12%	11%	11%	0%	0%
Not mentioned	45%	44%	54%	40%	32%	41%	44%	58%	42%	45%	40%	54%	32%	41%	37%	67%	33%
... to focus on the relation with my superior																	
Most important	1%	1%	3%	0%	1%	1%	0%	4%	1%	0%	0%	4%	1%	0%	0%	0%	0%
Second important	2%	2%	2%	1%	1%	1%	1%	4%	1%	0%	1%	4%	1%	1%	0%	0%	0%
Third important	3%	2%	5%	1%	2%	2%	1%	5%	2%	0%	2%	6%	2%	1%	1%	0%	11%
Not mentioned	95%	95%	91%	98%	96%	96%	99%	88%	96%	100%	98%	86%	96%	97%	100%	100%	89%
... that my responsibilities and independence increases																	
Most important	4%	3%	15%	1%	1%	1%	4%	10%	1%	7%	3%	11%	1%	1%	2%	17%	0%
Second important	4%	4%	7%	4%	3%	1%	3%	6%	1%	3%	2%	6%	3%	4%	5%	17%	11%
Third important	5%	5%	6%	5%	3%	4%	3%	9%	4%	3%	2%	11%	3%	4%	6%	8%	22%
Not mentioned	87%	88%	73%	90%	94%	94%	90%	75%	95%	88%	93%	73%	94%	91%	88%	58%	67%
... to focus on my personal development																	
Most important	4%	4%	13%	2%	1%	2%	5%	9%	2%	1%	6%	10%	1%	2%	2%	0%	11%
Second important	10%	10%	16%	7%	7%	13%	16%	10%	13%	11%	17%	11%	7%	8%	5%	0%	22%
Third important	15%	15%	12%	12%	21%	23%	20%	11%	24%	22%	20%	11%	21%	11%	14%	33%	11%
Not mentioned	71%	72%	59%	79%	71%	63%	59%	71%	62%	66%	57%	68%	71%	79%	80%	67%	56%
... that my co-workers have the necessary competence																	
Most important	30%	31%	18%	29%	35%	31%	41%	31%	32%	34%	43%	35%	35%	27%	34%	8%	33%
Second important	31%	31%	27%	33%	40%	37%	32%	22%	37%	37%	29%	24%	40%	33%	32%	25%	11%
Third important	12%	12%	11%	13%	13%	10%	10%	13%	10%	8%	11%	15%	13%	13%	14%	0%	0%
Not mentioned	27%	26%	44%	26%	12%	23%	18%	35%	22%	22%	17%	26%	12%	28%	21%	67%	56%
... to integrate several departments																	
Most important	2%	2%	3%	2%	2%	1%	2%	2%	1%	4%	2%	3%	2%	1%	2%	0%	0%
Second important	3%	3%	2%	3%	1%	1%	1%	6%	1%	0%	2%	6%	1%	3%	4%	17%	11%
Third important	5%	5%	4%	4%	8%	2%	2%	8%	2%	3%	2%	8%	8%	3%	7%	0%	22%
Not mentioned	90%	90%	91%	91%	89%	97%	96%	83%	97%	93%	95%	83%	89%	92%	89%	83%	67%

	Manager with personnel responsibility																
	Total	Manager with personnel responsibility	Manager without personnel responsibility	Country					Unions								
				Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Dan-mark	Fackförbundet SUORA	Försäkringsmanförbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Other
<i>Bas:</i>	2029	1910	119	799	139	320	192	460	307	74	137	391	139	585	200	12	9
... that I co-operate with my management colleagues																	
Most important	3%	2%	6%	1%	2%	0%	0%	8%	0%	0%	0%	9%	2%	1%	1%	0%	0%
Second important	4%	4%	6%	1%	2%	3%	4%	10%	4%	7%	3%	11%	2%	2%	1%	17%	0%
Third important	5%	5%	7%	4%	4%	4%	7%	8%	4%	5%	7%	8%	4%	3%	5%	0%	22%
Not mentioned	88%	89%	81%	95%	91%	92%	89%	75%	92%	88%	91%	72%	91%	95%	95%	83%	78%
... that I have more time to reflect																	
Most important	3%	3%	3%	3%	1%	3%	6%	1%	3%	10%	4%	1%	1%	2%	7%	8%	0%
Second important	6%	5%	9%	8%	1%	4%	8%	2%	4%	4%	10%	2%	1%	8%	8%	0%	0%
Third important	14%	14%	13%	17%	7%	15%	21%	5%	14%	20%	21%	5%	7%	18%	15%	25%	11%
Not mentioned	78%	78%	76%	72%	91%	79%	65%	92%	79%	66%	65%	92%	91%	72%	71%	67%	89%
... to increase the focus on external relations																	
Most important	3%	3%	5%	3%	4%	3%	1%	2%	3%	1%	0%	3%	4%	4%	2%	0%	0%
Second important	4%	4%	4%	4%	0%	3%	2%	7%	3%	4%	0%	8%	0%	5%	2%	8%	0%
Third important	9%	9%	9%	10%	7%	9%	4%	9%	9%	5%	2%	11%	7%	11%	8%	0%	0%
Not mentioned	85%	85%	82%	83%	89%	86%	94%	82%	86%	89%	98%	79%	89%	80%	89%	92%	100%
... to improve the balance between business and my personal life																	
Most important	3%	3%	5%	3%	4%	3%	6%	3%	3%	5%	7%	3%	4%	3%	3%	8%	0%
Second important	2%	2%	2%	2%	4%	3%	1%	2%	4%	1%	1%	2%	4%	2%	2%	0%	0%
Third important	11%	11%	9%	12%	11%	13%	10%	7%	12%	10%	10%	8%	11%	13%	11%	8%	0%
Not mentioned	84%	84%	84%	82%	82%	81%	83%	89%	81%	84%	82%	88%	82%	82%	85%	83%	100%

	Manager with personnel responsibility																	
	Total	Manager with personnel responsibility	Manager without personnel responsibility	Country					Unions								Nothing	Other
				Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Dan-mark	Fackförbundet SUORA	För-säkrings-manna-förbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF			
<i>Bas:</i>	2029	1910	119	799	139	320	192	460	307	74	137	391	139	585	200	12	9	
Q12. How satisfied in general are you with your union?																		
Very satisfied	7%	7%	8%	3%	7%	6%	6%	14%	6%	10%	4%	15%	7%	3%	3%	8%	11%	
Fairly satisfied	32%	31%	40%	26%	22%	36%	36%	37%	36%	42%	31%	43%	22%	26%	27%	8%	44%	
Neither satisfied nor dissatisfied	43%	43%	39%	49%	60%	45%	35%	29%	45%	31%	39%	32%	60%	52%	43%	33%	33%	
Fairly dissatisfied	8%	8%	4%	10%	3%	5%	13%	6%	5%	12%	12%	7%	3%	9%	16%	0%	0%	
Very dissatisfied	3%	3%	5%	5%	3%	3%	2%	1%	4%	0%	5%	1%	3%	4%	7%	0%	0%	
Dont know	8%	8%	4%	7%	6%	5%	9%	13%	5%	5%	10%	1%	6%	8%	6%	50%	11%	
Q12a. What is the basis of your dissatisfaction?																		
<i>Base: Fairly or Very dissatisfied</i>	226	215	11	121	8	27	27	32	26	9	23	32	8	72	45			
The unions service/offers	19%	19%	18%	12%	25%	30%	41%	16%	27%	22%	39%	16%	25%	11%	18%			
Treatment / the personal contact	17%	18%	0%	19%	25%	22%	19%	6%	19%	22%	17%	6%	25%	21%	18%			
Results in actual issues	39%	39%	27%	36%	38%	41%	30%	56%	42%	22%	39%	56%	38%	42%	24%			
Contract/salary	7%	7%	9%	3%	25%	19%	11%	0%	19%	11%	9%	0%	25%	3%	4%			
Irrelevant focus (for me)	4%	4%	0%	3%	0%	11%	7%	0%	12%	0%	9%	0%	0%	1%	4%			
Lacking managerial focus	19%	18%	27%	26%	13%	7%	15%	0%	8%	11%	17%	0%	13%	19%	38%			
No contact/anonymous	6%	6%	9%	8%	13%	4%	0%	0%	4%	0%	0%	0%	13%	11%	4%			
Representatives/clubs	3%	3%	0%	5%	0%	0%	4%	0%	0%	11%	0%	0%	0%	4%	7%			
Pay issue	1%	1%	0%	2%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	2%			
Other;	19%	19%	18%	12%	25%	26%	7%	50%	27%	22%	9%	50%	25%	10%	11%			
Dont know/No opinion	4%	3%	9%	3%	0%	4%	4%	6%	4%	0%	4%	6%	0%	3%	2%			
Q13. Would you recommend you union to a colleagues or another manager?																		
Definitive	26%	25%	33%	24%	24%	26%	34%	23%	27%	43%	29%	26%	24%	23%	26%	8%	0%	
Maybe	32%	32%	32%	29%	33%	28%	39%	38%	27%	35%	37%	44%	33%	30%	26%	8%	56%	
Neither yes nor no	25%	25%	24%	28%	27%	27%	16%	19%	27%	14%	18%	21%	27%	29%	28%	33%	33%	
Probably not	8%	8%	4%	10%	12%	10%	5%	5%	10%	4%	9%	5%	12%	9%	12%	8%	11%	
Definitely not	2%	2%	2%	3%	1%	2%	1%	3%	2%	0%	2%	3%	1%	3%	3%	17%	0%	
Dont know	8%	8%	5%	6%	3%	7%	5%	13%	6%	4%	6%	2%	3%	7%	6%	25%	0%	
Q14. What in your opinion is the most important/best support your union could offer you as manager?																		

	Manager with personnel responsibility																
	Total	Manager with personnel responsibility	Manager without personnel responsibility	Country					Unions								
				Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Dan-mark	Fackförbundet SUORA	Försäkringsmannaförbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Other
<i>Bas:</i>	2029	1910	119	799	139	320	192	460	307	74	137	391	139	585	200	12	9
Q15. Which of the following unions are you a member of?																	
Finansförbundet Danmark	16%	17%	4%	0%	0%	96%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	0%
Fackförbundet SUORA	4%	4%	4%	0%	0%	0%	39%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%
Försäkringsmannaförbundet	9%	7%	30%	3%	0%	0%	59%	0%	0%	0%	100%	0%	0%	0%	0%	0%	0%
Samband Islenskra Bankamanna	22%	21%	28%	0%	0%	0%	0%	97%	0%	0%	0%	100%	0%	0%	0%	0%	0%
Finansförbundet Norge	8%	8%	17%	0%	100%	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%	0%	0%
Finansförbundet Sverige	30%	32%	8%	73%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%	0%
FTF	11%	11%	10%	24%	0%	4%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%
Nothing	1%	1%	1%	0%	0%	0%	1%	2%	0%	0%	0%	0%	0%	0%	0%	100%	0%
Other	1%	1%	0%	0%	0%	0%	2%	1%	0%	0%	0%	0%	0%	0%	0%	0%	100%
<i>Base:</i>	9	9		1			3	5									9
Other:																	
Loimaan liitto	1	1					1	0									1
Stéttarfélagi Verkfræðinga	1	1					0	1									1
VR	4	4					0	4									4
Yksityinen työttömyyskassa	1	1					1	0									1
YTK Loimaan liitto	1	1					1	0									1
Q16. Which of the following titles describes your position the best?																	
Direktör/VD	3%	3%	1%	2%	7%	1%	1%	6%	1%	0%	1%	6%	7%	2%	1%	17%	0%
Area/regiondirector	7%	7%	4%	8%	12%	10%	4%	4%	10%	3%	6%	4%	12%	5%	16%	0%	11%
Head of department/Local manager	54%	55%	31%	54%	66%	59%	20%	66%	58%	22%	23%	66%	66%	61%	38%	58%	33%
Group manager/teamleader	31%	32%	26%	35%	14%	27%	67%	19%	28%	64%	66%	20%	14%	30%	44%	8%	33%
Project leader	2%	1%	17%	0%	1%	2%	1%	4%	2%	1%	1%	3%	1%	0%	1%	8%	0%
Other	3%	2%	22%	2%	1%	1%	8%	1%	1%	11%	4%	1%	1%	2%	2%	8%	22%
Q17. Within which business do you work?																	
Bank	70%	72%	42%	70%	40%	94%	28%	90%	94%	69%	0%	90%	40%	94%	9%	67%	89%
Finance	5%	5%	6%	4%	10%	4%	1%	8%	4%	1%	1%	8%	10%	4%	2%	8%	0%
Insurance	22%	20%	45%	26%	42%	0%	58%	0%	0%	4%	96%	0%	42%	1%	87%	8%	0%
Remaining	4%	3%	7%	1%	9%	2%	13%	3%	2%	26%	3%	3%	9%	1%	3%	17%	11%

	Manager with personnel responsibility																
	Total	Manager with personnel responsibility	Manager without personnel responsibility	Country					Unions								
				Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Dan-mark	Fackförbundet SUORA	För-säkringsmänna-förbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Other
<i>Bas:</i>	2029	1910	119	799	139	320	192	460	307	74	137	391	139	585	200	12	9
Q18. Which country do you work in?																	
Denmark	16%	17%	3%	0%	0%	100%	0%	0%	100%	0%	0%	0%	0%	0%	6%	8%	0%
Finland	11%	10%	33%	0%	0%	0%	100%	0%	0%	100%	83%	0%	0%	0%	0%	8%	33%
Iceland	24%	24%	29%	0%	0%	0%	1%	100%	0%	0%	0%	100%	0%	0%	0%	75%	56%
Norwegian	8%	7%	17%	0%	100%	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%	0%	0%
Sweden	40%	42%	18%	100%	0%	0%	0%	0%	0%	0%	18%	0%	0%	100%	94%	8%	0%
Outside nordic	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	11%
Q19. How many employees does your company have?																	
1-19	8%	7%	24%	4%	8%	5%	4%	14%	5%	3%	4%	15%	8%	6%	1%	0%	0%
20-49	7%	7%	6%	5%	10%	5%	9%	9%	5%	14%	6%	10%	10%	6%	3%	0%	0%
50-99	6%	6%	5%	5%	8%	6%	5%	9%	6%	10%	0%	9%	8%	6%	3%	8%	22%
100-499	17%	17%	23%	14%	15%	23%	26%	16%	24%	34%	21%	16%	15%	12%	18%	0%	0%
500-999	8%	8%	13%	6%	14%	6%	13%	7%	6%	0%	24%	7%	14%	3%	15%	0%	0%
More than 1000	53%	55%	28%	66%	45%	54%	42%	43%	54%	41%	45%	41%	45%	68%	62%	83%	67%
Dont know	1%	1%	2%	0%	0%	0%	1%	3%	0%	0%	0%	3%	0%	0%	0%	8%	11%
Q20. Gender?																	
Male	54%	54%	50%	55%	58%	75%	29%	45%	75%	35%	28%	44%	58%	54%	61%	92%	33%
Female	46%	46%	50%	45%	42%	25%	71%	55%	25%	65%	72%	56%	42%	46%	39%	8%	67%
Q21. Age?																	
18-24 years	0%	0%	0%	0%	0%	0%	2%	0%	0%	1%	1%	0%	0%	0%	0%	8%	0%
25-34 years	7%	7%	13%	4%	9%	3%	14%	12%	2%	7%	15%	11%	9%	4%	6%	42%	22%
35-49 years	54%	55%	37%	56%	62%	53%	49%	58%	54%	37%	58%	58%	62%	58%	47%	50%	67%
Older than 50 years	38%	38%	50%	40%	29%	45%	36%	31%	44%	55%	26%	32%	29%	38%	48%	0%	11%

	Country					Manager without personnel responsible								Gender	
	Sweden	Norway	Denmark	Finland	Iceland	Unions								Male	Female
						Finansförbundet Danmark	Fackförbundet SUORA	För-säkrings-manna-förbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing		
<i>Bas:</i>	21	19	4	39	34	4	4	35	32	19	9	11	1	1058	913
Q1. At your present job are you a leader/mana															
Yes	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
No	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Dont know	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Q2. Are you responsible for personnel and if s															
No, i have no personnel responsibility	100%	100%	100%	97%	100%	100%	100%	97%	100%	100%	100%	100%	100%	6%	6%
1-5 persons	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	25%	26%
6-10 persons	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	27%	29%
11-20 persons	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	26%	25%
21-30 persons	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	8%	8%
31-40 persons	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	3%	3%
41 persons or more	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	7%	3%
Dont know	0%	0%	0%	3%	0%	0%	0%	3%	0%	0%	0%	0%	0%	0%	0%
Q3. How many hours per week should you wo															
Less than 10 hours /w	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%
11-20 h/w	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
21-30 h/w	0%	16%	0%	0%	6%	0%	0%	0%	6%	16%	0%	0%	0%	1%	2%
31-40 h/w	86%	79%	50%	74%	53%	50%	50%	77%	50%	79%	89%	91%	0%	75%	81%
More than 40 h/p	5%	5%	25%	3%	24%	25%	0%	3%	25%	5%	0%	0%	100%	9%	10%
Unspecified	10%	0%	25%	15%	18%	25%	0%	17%	19%	0%	11%	9%	0%	15%	6%
Dont know	0%	0%	0%	8%	0%	0%	50%	3%	0%	0%	0%	0%	0%	1%	1%
Q4. How many hours per week do you work in															
Less than 10 h/w	5%	0%	0%	3%	3%	0%	0%	3%	3%	0%	11%	0%	0%	0%	1%
11-20 h/w	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
21-30 h/w	0%	11%	0%	3%	6%	0%	0%	3%	6%	11%	0%	0%	0%	1%	1%
31-40 h/w	29%	21%	50%	39%	9%	50%	50%	37%	9%	21%	56%	9%	0%	19%	29%
41-50 h/w	62%	58%	25%	49%	50%	25%	25%	51%	50%	58%	22%	91%	100%	61%	60%
51-60 h/w	5%	11%	25%	5%	32%	25%	0%	6%	31%	11%	11%	0%	0%	16%	8%
More than 60 h/w	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	3%	1%
Dont know	0%	0%	0%	3%	0%	0%	25%	0%	0%	0%	0%	0%	0%	0%	1%

	Country					Manager without personnel responsible								Gender	
						Unions									
	Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Danmark	Fackförbundet SUORA	För-säkringsmannaförbundet	Samband Islenskra Bankanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Male	Female
<i>Bas:</i>	21	19	4	39	34	4	4	35	32	19	9	11	1	1058	913
Q5. What do you consider to be the most															
Stimulating/developing tasks	76%	90%	25%	67%	77%	25%	25%	71%	78%	90%	78%	73%	100%	69%	79%
Possibility to influence	76%	84%	75%	51%	50%	75%	25%	54%	53%	84%	89%	64%	100%	68%	69%
Authority to make decisions/opportunity to act	43%	16%	75%	59%	12%	75%	75%	57%	9%	16%	22%	64%	0%	30%	29%
Relations with management colleagues	0%	0%	25%	13%	21%	25%	25%	11%	22%	0%	0%	0%	0%	8%	13%
Relations with co-workers lower in the hierarchy	14%	11%	25%	33%	38%	25%	50%	31%	41%	11%	22%	9%	0%	41%	47%
Relations with superiors	10%	0%	0%	10%	15%	0%	0%	11%	16%	0%	0%	18%	0%	4%	5%
High salary and good benefits	10%	5%	25%	21%	24%	25%	50%	17%	22%	5%	22%	0%	0%	18%	11%
Influence over the work situation	57%	84%	50%	23%	35%	50%	0%	26%	38%	84%	67%	46%	100%	49%	38%
Employee development	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	2%
Sales/results	0%	0%	0%	3%	0%	0%	25%	0%	0%	0%	0%	0%	0%	1%	0%
Q6. How demanding/difficult are the below															
Motivating personnel															
Very demanding	0%	5%	0%	46%	15%	0%	25%	49%	16%	5%	0%	0%	0%	14%	23%
Fairly demanding	52%	68%	50%	39%	59%	50%	50%	37%	63%	68%	56%	55%	0%	57%	55%
Neither demanding nor not	10%	16%	0%	3%	18%	0%	0%	3%	19%	16%	0%	18%	0%	12%	8%
Little fairly demanding	14%	5%	25%	3%	3%	25%	0%	3%	0%	5%	11%	18%	0%	11%	9%
Not at all demanding	10%	5%	0%	0%	3%	0%	0%	0%	3%	5%	11%	9%	0%	5%	5%
Dont know	14%	0%	25%	10%	3%	25%	25%	9%	0%	0%	22%	0%	100%	1%	0%
Informing personnel															
Very demanding	5%	0%	0%	13%	15%	0%	25%	11%	16%	0%	0%	9%	0%	4%	7%
Fairly demanding	24%	32%	0%	31%	29%	0%	0%	34%	31%	32%	22%	27%	0%	31%	38%
Neither demanding nor not	19%	26%	50%	23%	29%	50%	25%	23%	31%	26%	11%	27%	0%	31%	26%
Little fairly demanding	24%	21%	25%	26%	15%	25%	25%	26%	16%	21%	22%	27%	0%	23%	18%
Not at all demanding	14%	21%	0%	0%	9%	0%	0%	0%	6%	21%	22%	9%	0%	11%	11%
Dont know	14%	0%	25%	8%	3%	25%	25%	6%	0%	0%	22%	0%	100%	1%	0%
Creating a team spirit															
Very demanding	5%	0%	0%	26%	24%	0%	0%	29%	25%	0%	0%	9%	0%	8%	16%
Fairly demanding	19%	42%	25%	51%	32%	25%	75%	49%	34%	42%	0%	36%	0%	42%	44%
Neither demanding nor not	38%	16%	50%	10%	27%	50%	0%	11%	28%	16%	56%	27%	0%	25%	21%
Little fairly demanding	19%	37%	25%	10%	9%	25%	25%	9%	6%	37%	22%	18%	0%	19%	13%
Not at all demanding	5%	5%	0%	0%	6%	0%	0%	0%	6%	5%	0%	9%	0%	5%	7%
Dont know	14%	0%	0%	3%	3%	0%	0%	3%	0%	0%	22%	0%	100%	1%	0%
Planning/prioritising															
Very demanding	0%	5%	25%	15%	21%	25%	0%	17%	22%	5%	0%	0%	0%	11%	13%
Fairly demanding	33%	32%	0%	46%	47%	0%	50%	46%	50%	32%	33%	27%	100%	47%	48%
Neither demanding nor not	43%	37%	50%	21%	18%	50%	0%	23%	19%	37%	22%	64%	0%	25%	21%
Little fairly demanding	5%	16%	0%	18%	9%	0%	50%	14%	6%	16%	11%	0%	0%	13%	12%
Not at all demanding	14%	11%	25%	0%	3%	25%	0%	0%	3%	11%	22%	9%	0%	4%	6%
Dont know	5%	0%	0%	0%	3%	0%	0%	0%	0%	0%	11%	0%	0%	0%	0%

	Manager without personnel responsible														Gender	
	Country					Unions										
	Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Danmark	Fackförbundet SUORA	För-säkringsmannaförbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Male	Female	
<i>Bas:</i>	21	19	4	39	34	4	4	35	32	19	9	11	1	1058	913	
Delegating responsibilities and authorities																
Very demanding	0%	5%	0%	10%	0%	0%	0%	11%	0%	5%	0%	0%	0%	3%	4%	
Fairly demanding	14%	21%	0%	51%	29%	0%	50%	51%	31%	21%	22%	0%	100%	25%	32%	
Neither demanding nor not	29%	42%	75%	23%	38%	75%	0%	26%	41%	42%	22%	36%	0%	33%	31%	
Little fairly demanding	33%	26%	0%	10%	24%	0%	50%	6%	25%	26%	22%	46%	0%	27%	26%	
Not at all demanding	14%	0%	25%	0%	6%	25%	0%	0%	3%	0%	11%	18%	0%	11%	8%	
Dont know	10%	5%	0%	5%	3%	0%	0%	6%	0%	5%	22%	0%	0%	0%	0%	
Solving conflicts																
Very demanding	5%	11%	0%	49%	18%	0%	75%	46%	19%	11%	0%	9%	0%	13%	25%	
Fairly demanding	38%	37%	25%	31%	41%	25%	0%	34%	44%	37%	22%	55%	0%	38%	40%	
Neither demanding nor not	24%	32%	25%	8%	27%	25%	0%	9%	28%	32%	22%	18%	100%	23%	18%	
Little fairly demanding	10%	11%	0%	5%	3%	0%	25%	3%	3%	11%	22%	0%	0%	19%	12%	
Not at all demanding	14%	11%	25%	3%	9%	25%	0%	3%	6%	11%	11%	18%	0%	5%	4%	
Dont know	10%	0%	25%	5%	3%	25%	0%	6%	0%	0%	22%	0%	0%	1%	1%	
Finding a discussion partner																
Very demanding	0%	5%	0%	8%	0%	0%	25%	6%	0%	5%	0%	0%	0%	4%	7%	
Fairly demanding	14%	11%	0%	26%	18%	0%	25%	26%	19%	11%	11%	9%	100%	15%	18%	
Neither demanding nor not	33%	37%	50%	26%	53%	50%	0%	29%	56%	37%	33%	36%	0%	35%	32%	
Little fairly demanding	14%	32%	25%	15%	9%	25%	0%	17%	9%	32%	0%	27%	0%	26%	22%	
Not at all demanding	29%	16%	25%	26%	18%	25%	50%	23%	16%	16%	33%	27%	0%	20%	21%	
Dont know	10%	0%	0%	0%	3%	0%	0%	0%	0%	0%	22%	0%	0%	1%	1%	
Relations with management colleagues																
Very demanding	0%	0%	0%	5%	0%	0%	25%	3%	0%	0%	0%	0%	0%	1%	3%	
Fairly demanding	10%	5%	0%	18%	24%	0%	25%	17%	25%	5%	11%	9%	0%	10%	14%	
Neither demanding nor not	33%	58%	50%	28%	41%	50%	0%	31%	44%	58%	33%	27%	100%	35%	30%	
Little fairly demanding	14%	11%	25%	33%	12%	25%	50%	31%	13%	11%	11%	18%	0%	29%	26%	
Not at all demanding	33%	26%	25%	15%	21%	25%	0%	17%	19%	26%	22%	46%	0%	25%	26%	
Dont know	10%	0%	0%	0%	3%	0%	0%	0%	0%	0%	22%	0%	0%	0%	0%	
Relations with co-workers lower in the hierarchy																
Very demanding	0%	0%	0%	18%	3%	0%	25%	17%	3%	0%	0%	0%	0%	1%	4%	
Fairly demanding	14%	0%	0%	23%	21%	0%	0%	26%	22%	0%	11%	18%	0%	17%	23%	
Neither demanding nor not	29%	42%	25%	23%	38%	25%	25%	23%	41%	42%	33%	27%	0%	32%	27%	
Little fairly demanding	19%	26%	0%	21%	12%	0%	25%	20%	13%	26%	33%	9%	0%	30%	27%	
Not at all demanding	24%	21%	25%	8%	24%	25%	0%	9%	22%	21%	0%	46%	0%	19%	19%	
Dont know	14%	11%	50%	8%	3%	50%	25%	6%	0%	11%	22%	0%	100%	1%	0%	

	Manager without personnel responsible														Gender	
	Country					Unions										
	Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Danmark	Fackförbundet SUORA	För-säkringsmannaförbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Male	Female	
<i>Bas:</i>	21	19	4	39	34	4	4	35	32	19	9	11	1	1058	913	
Relations with superiors																
Very demanding	5%	0%	25%	10%	3%	25%	25%	9%	3%	0%	0%	9%	0%	5%	4%	
Fairly demanding	5%	11%	0%	23%	29%	0%	50%	20%	31%	11%	11%	0%	0%	19%	20%	
Neither demanding nor not	29%	42%	50%	36%	32%	50%	0%	40%	34%	42%	44%	18%	0%	32%	27%	
Little fairly demanding	29%	26%	25%	21%	12%	25%	25%	20%	13%	26%	11%	36%	100%	25%	26%	
Not at all demanding	29%	21%	0%	10%	21%	0%	0%	11%	19%	21%	22%	36%	0%	19%	23%	
Dont know	5%	0%	0%	0%	3%	0%	0%	0%	0%	0%	11%	0%	0%	0%	0%	
Handling budget issues																
Very demanding	10%	0%	0%	15%	12%	0%	25%	14%	13%	0%	11%	9%	0%	4%	8%	
Fairly demanding	14%	26%	50%	23%	21%	50%	25%	23%	22%	26%	0%	18%	100%	29%	28%	
Neither demanding nor not	29%	21%	25%	13%	44%	25%	25%	11%	47%	21%	22%	36%	0%	32%	28%	
Little fairly demanding	10%	37%	0%	8%	9%	0%	25%	6%	6%	37%	11%	9%	0%	17%	14%	
Not at all demanding	24%	0%	25%	3%	12%	25%	0%	3%	13%	0%	22%	27%	0%	11%	10%	
Dont know	14%	16%	0%	39%	3%	0%	0%	43%	0%	16%	33%	0%	0%	7%	11%	
Terminations																
Very demanding	38%	37%	0%	49%	21%	0%	50%	49%	22%	37%	22%	55%	0%	31%	41%	
Fairly demanding	10%	32%	0%	0%	6%	0%	0%	0%	3%	32%	11%	9%	0%	22%	15%	
Neither demanding nor not	5%	0%	50%	5%	47%	50%	0%	6%	50%	0%	11%	0%	0%	14%	12%	
Little fairly demanding	0%	0%	0%	5%	6%	0%	0%	6%	6%	0%	0%	0%	0%	8%	4%	
Not at all demanding	10%	0%	0%	0%	18%	0%	0%	0%	19%	0%	11%	9%	0%	8%	6%	
Dont know	38%	32%	50%	41%	3%	50%	50%	40%	0%	32%	44%	27%	100%	17%	22%	
Recruitments																
Very demanding	5%	5%	0%	31%	9%	0%	25%	31%	9%	5%	0%	9%	0%	12%	18%	
Fairly demanding	24%	26%	0%	21%	9%	0%	25%	20%	9%	26%	22%	27%	0%	41%	43%	
Neither demanding nor not	14%	21%	25%	8%	56%	25%	25%	6%	56%	21%	11%	18%	0%	23%	18%	
Little fairly demanding	14%	11%	0%	5%	6%	0%	0%	6%	6%	11%	22%	9%	0%	13%	9%	
Not at all demanding	10%	5%	25%	3%	18%	25%	0%	3%	19%	5%	11%	9%	0%	6%	6%	
Dont know	33%	32%	50%	33%	3%	50%	25%	34%	0%	32%	33%	27%	100%	5%	7%	
Promoting equality																
Very demanding	0%	0%	0%	13%	6%	0%	25%	11%	6%	0%	0%	0%	0%	2%	7%	
Fairly demanding	0%	16%	50%	23%	18%	50%	25%	23%	19%	16%	0%	0%	0%	10%	16%	
Neither demanding nor not	43%	42%	25%	28%	53%	25%	0%	31%	56%	42%	44%	46%	0%	41%	37%	
Little fairly demanding	5%	11%	0%	15%	9%	0%	25%	14%	6%	11%	0%	9%	0%	21%	17%	
Not at all demanding	19%	21%	0%	3%	12%	0%	0%	3%	13%	21%	33%	9%	0%	21%	18%	
Dont know	33%	11%	25%	18%	3%	25%	25%	17%	0%	11%	22%	36%	100%	5%	5%	

	Country					Manager without personnel responsible								Gender	
						Unions									
	Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Danmark	Fackförbundet SUORA	För-säkrings-manna-förbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Male	Female
<i>Bas:</i>	21	19	4	39	34	4	4	35	32	19	9	11	1	1058	913
Separating work from my personal life															
Very demanding	5%	5%	0%	13%	9%	0%	50%	9%	9%	5%	0%	9%	0%	6%	8%
Fairly demanding	10%	32%	50%	26%	32%	50%	0%	29%	34%	32%	0%	18%	0%	26%	23%
Neither demanding nor not	24%	21%	25%	31%	27%	25%	25%	31%	28%	21%	22%	18%	100%	31%	26%
Little fairly demanding	0%	16%	25%	8%	9%	25%	0%	9%	6%	16%	0%	0%	0%	18%	20%
Not at all demanding	48%	26%	0%	18%	21%	0%	25%	17%	22%	26%	56%	46%	0%	18%	22%
Dont know	14%	0%	0%	5%	3%	0%	0%	6%	0%	0%	22%	9%	0%	1%	1%
Q7. To what degree do you agree in the fc															
I am very satisfied with my work situation															
Agree completely (10)	19%	21%	50%	10%	12%	50%	0%	11%	13%	21%	22%	18%	0%	13%	14%
9	5%	11%	0%	8%	9%	0%	25%	6%	9%	11%	11%	0%	0%	8%	5%
8	14%	11%	25%	15%	27%	25%	25%	14%	25%	11%	11%	9%	100%	19%	17%
7	33%	37%	0%	28%	18%	0%	0%	31%	19%	37%	22%	46%	0%	22%	19%
6	10%	11%	0%	8%	9%	0%	0%	9%	9%	11%	11%	9%	0%	9%	10%
5	14%	5%	0%	5%	15%	0%	0%	6%	16%	5%	11%	18%	0%	6%	7%
4	5%	5%	25%	10%	3%	25%	25%	9%	3%	5%	11%	0%	0%	8%	9%
3	0%	0%	0%	8%	3%	0%	0%	9%	3%	0%	0%	0%	0%	7%	8%
2	0%	0%	0%	3%	3%	0%	0%	3%	3%	0%	0%	0%	0%	4%	4%
Do not agree (1)	0%	0%	0%	5%	0%	0%	25%	3%	0%	0%	0%	0%	0%	4%	5%
Vet ej	0%	0%	0%	0%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
I am very comfortable in my roll as manager															
Agree completely (10)	19%	21%	75%	15%	24%	75%	0%	17%	25%	21%	22%	18%	0%	22%	22%
9	14%	5%	0%	10%	12%	0%	0%	11%	9%	5%	22%	9%	0%	11%	10%
8	29%	32%	25%	26%	21%	25%	50%	23%	22%	32%	33%	18%	100%	20%	19%
7	10%	16%	0%	21%	24%	0%	25%	20%	25%	16%	0%	18%	0%	17%	13%
6	14%	21%	0%	8%	3%	0%	0%	9%	3%	21%	0%	27%	0%	7%	7%
5	10%	5%	0%	3%	15%	0%	0%	3%	16%	5%	11%	9%	0%	4%	4%
4	5%	0%	0%	5%	0%	0%	0%	6%	0%	0%	11%	0%	0%	4%	5%
3	0%	0%	0%	3%	0%	0%	0%	3%	0%	0%	0%	0%	0%	7%	8%
2	0%	0%	0%	5%	0%	0%	0%	6%	0%	0%	0%	0%	0%	3%	5%
Do not agree (1)	0%	0%	0%	5%	0%	0%	25%	3%	0%	0%	0%	0%	0%	6%	8%
Vet ej	0%	0%	0%	0%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

	Manager without personnel responsible														
	Country					Unions								Gender	
	Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Danmark	Fackförbundet SUORA	För-säkrings-manna-förbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Male	Female
<i>Bas:</i>	21	19	4	39	34	4	4	35	32	19	9	11	1	1058	913
I have enough authority for my area of responsibility															
Agree completely (10)	19%	0%	75%	10%	18%	75%	0%	11%	19%	0%	33%	9%	0%	18%	17%
9	19%	5%	0%	10%	6%	0%	0%	11%	3%	5%	22%	18%	0%	10%	11%
8	33%	53%	0%	23%	21%	0%	50%	20%	22%	53%	22%	36%	100%	21%	17%
7	5%	37%	0%	15%	21%	0%	0%	17%	22%	37%	0%	9%	0%	14%	14%
6	0%	5%	0%	15%	6%	0%	25%	14%	6%	5%	0%	0%	0%	9%	9%
5	10%	0%	0%	13%	12%	0%	0%	14%	13%	0%	11%	9%	0%	8%	7%
4	14%	0%	25%	3%	6%	25%	0%	3%	6%	0%	11%	18%	0%	6%	6%
3	0%	0%	0%	5%	0%	0%	0%	6%	0%	0%	0%	0%	0%	6%	9%
2	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	4%	6%
Do not agree (1)	0%	0%	0%	5%	9%	0%	25%	3%	9%	0%	0%	0%	0%	4%	6%
Vet ej	0%	0%	0%	0%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
I have the appropriate salary and benefits for my tasks															
Agree completely (10)	0%	5%	25%	0%	6%	25%	0%	0%	6%	5%	0%	0%	0%	8%	11%
9	5%	0%	0%	3%	6%	0%	0%	3%	6%	0%	11%	0%	0%	7%	6%
8	14%	21%	25%	10%	9%	25%	25%	9%	9%	21%	11%	9%	100%	12%	12%
7	19%	21%	25%	21%	29%	25%	25%	20%	28%	21%	33%	9%	0%	19%	15%
6	10%	16%	25%	15%	18%	25%	25%	14%	19%	16%	11%	9%	0%	14%	12%
5	24%	16%	0%	18%	15%	0%	0%	20%	16%	16%	11%	36%	0%	12%	14%
4	10%	11%	0%	15%	6%	0%	0%	17%	6%	11%	0%	18%	0%	10%	9%
3	5%	0%	0%	8%	3%	0%	0%	9%	3%	0%	11%	0%	0%	8%	10%
2	0%	11%	0%	8%	0%	0%	0%	9%	0%	11%	0%	0%	0%	4%	5%
Do not agree (1)	10%	0%	0%	3%	6%	0%	25%	0%	6%	0%	11%	9%	0%	6%	6%
Vet ej	5%	0%	0%	0%	3%	0%	0%	0%	0%	0%	0%	9%	0%	0%	1%
I feel very alone in my roll as manager															
Agree completely (10)	0%	5%	25%	0%	3%	25%	0%	0%	3%	5%	0%	0%	0%	13%	14%
9	5%	0%	0%	5%	3%	0%	25%	3%	3%	0%	0%	9%	0%	8%	5%
8	5%	5%	25%	5%	6%	25%	0%	6%	6%	5%	0%	9%	0%	19%	17%
7	5%	32%	0%	18%	6%	0%	0%	20%	6%	32%	11%	0%	0%	22%	19%
6	5%	11%	0%	13%	0%	0%	0%	14%	0%	11%	11%	0%	0%	9%	10%
5	10%	11%	0%	8%	9%	0%	0%	9%	9%	11%	11%	9%	0%	6%	7%
4	19%	0%	0%	10%	9%	0%	25%	9%	9%	0%	0%	27%	100%	8%	9%
3	19%	16%	0%	5%	12%	0%	0%	6%	13%	16%	11%	27%	0%	7%	8%
2	14%	5%	0%	10%	15%	0%	25%	9%	16%	5%	33%	0%	0%	4%	4%
Do not agree (1)	14%	16%	50%	26%	35%	50%	25%	26%	34%	16%	11%	18%	0%	4%	5%
Vet ej	5%	0%	0%	0%	3%	0%	0%	0%	0%	0%	11%	0%	0%	0%	0%

	Manager without personnel responsible														Gender	
	Country					Unions										
	Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Danmark	Fackförbundet SUORA	För-säkringsmannaförbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Male	Female	
<i>Bas:</i>	21	19	4	39	34	4	4	35	32	19	9	11	1	1058	913	
I feel that my superiors counter-act my work																
Agree completely (10)	0%	0%	0%	0%	12%	0%	0%	0%	13%	0%	0%	0%	0%	22%	22%	
9	0%	0%	0%	3%	0%	0%	0%	3%	0%	0%	0%	0%	0%	11%	10%	
8	5%	0%	0%	8%	0%	0%	0%	9%	0%	0%	11%	0%	0%	20%	19%	
7	0%	0%	0%	5%	3%	0%	0%	6%	3%	0%	0%	0%	0%	17%	13%	
6	10%	5%	0%	23%	0%	0%	25%	23%	0%	5%	11%	9%	0%	7%	7%	
5	19%	0%	0%	8%	6%	0%	0%	9%	6%	0%	0%	36%	0%	4%	4%	
4	0%	0%	0%	5%	0%	0%	0%	6%	0%	0%	0%	0%	0%	4%	5%	
3	19%	26%	25%	10%	6%	25%	25%	9%	6%	26%	11%	27%	0%	7%	8%	
2	5%	21%	0%	15%	15%	0%	25%	14%	13%	21%	0%	9%	0%	3%	5%	
Do not agree (1)	43%	47%	75%	23%	56%	75%	25%	23%	59%	47%	67%	18%	100%	6%	8%	
Vet ej	0%	0%	0%	0%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
I feel that my employees support me																
Agree completely (10)	14%	16%	50%	10%	15%	50%	0%	11%	16%	16%	11%	18%	0%	18%	17%	
9	10%	11%	25%	5%	15%	25%	0%	6%	13%	11%	11%	0%	100%	10%	11%	
8	0%	16%	25%	18%	24%	25%	25%	17%	25%	16%	0%	0%	0%	21%	17%	
7	38%	21%	0%	15%	9%	0%	50%	11%	9%	21%	22%	55%	0%	14%	14%	
6	5%	11%	0%	15%	3%	0%	0%	17%	3%	11%	11%	0%	0%	9%	9%	
5	19%	5%	0%	15%	18%	0%	0%	17%	19%	5%	11%	27%	0%	8%	7%	
4	0%	5%	0%	8%	3%	0%	0%	9%	3%	5%	0%	0%	0%	6%	6%	
3	5%	11%	0%	8%	6%	0%	0%	9%	6%	11%	11%	0%	0%	6%	9%	
2	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	4%	6%	
Do not agree (1)	0%	0%	0%	3%	6%	0%	25%	0%	6%	0%	0%	0%	0%	4%	6%	
Vet ej	10%	5%	0%	3%	3%	0%	0%	3%	0%	5%	22%	0%	0%	0%	0%	
I feel very stressed																
Agree completely (10)	0%	0%	0%	0%	6%	0%	0%	0%	6%	0%	0%	0%	0%	8%	11%	
9	0%	0%	25%	8%	9%	25%	0%	9%	9%	0%	0%	0%	0%	7%	6%	
8	5%	11%	25%	10%	18%	25%	0%	11%	19%	11%	11%	0%	0%	12%	12%	
7	10%	16%	0%	13%	18%	0%	0%	14%	19%	16%	11%	9%	0%	19%	15%	
6	19%	5%	0%	10%	9%	0%	25%	9%	6%	5%	11%	18%	100%	14%	12%	
5	19%	16%	0%	23%	15%	0%	25%	23%	16%	16%	11%	27%	0%	12%	14%	
4	0%	11%	0%	8%	9%	0%	0%	9%	9%	11%	0%	0%	0%	10%	9%	
3	24%	32%	0%	8%	6%	0%	25%	6%	6%	32%	33%	18%	0%	8%	10%	
2	14%	5%	0%	13%	0%	0%	0%	14%	0%	5%	22%	9%	0%	4%	5%	
Do not agree (1)	10%	5%	50%	8%	9%	50%	25%	6%	9%	5%	0%	18%	0%	6%	6%	
Vet ej	0%	0%	0%	0%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	

	Country					Manager without personnel responsible								Gender	
						Unions									
	Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Danmark	Fackförbundet SUORA	För-säkringsmannaförbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Male	Female
<i>Bas:</i>	21	19	4	39	34	4	4	35	32	19	9	11	1	1058	913
I have time enough to complete my tasks as a manager															
Agree completely (10)	14%	5%	25%	5%	6%	25%	0%	6%	6%	5%	11%	18%	0%	5%	7%
9	5%	5%	25%	3%	0%	25%	0%	3%	0%	5%	0%	9%	0%	6%	5%
8	10%	21%	0%	13%	18%	0%	25%	11%	19%	21%	0%	9%	100%	9%	9%
7	5%	16%	0%	10%	15%	0%	0%	11%	16%	16%	11%	0%	0%	11%	10%
6	10%	5%	0%	18%	15%	0%	25%	17%	13%	5%	22%	0%	0%	12%	11%
5	5%	21%	0%	8%	15%	0%	0%	9%	16%	21%	11%	0%	0%	13%	11%
4	14%	11%	0%	15%	12%	0%	0%	17%	13%	11%	0%	27%	0%	17%	15%
3	19%	11%	25%	13%	9%	25%	0%	14%	9%	11%	11%	27%	0%	15%	15%
2	5%	5%	25%	5%	3%	25%	25%	3%	3%	5%	11%	0%	0%	7%	8%
Do not agree (1)	5%	0%	0%	10%	6%	0%	25%	9%	6%	0%	0%	9%	0%	6%	9%
Vet ej	10%	0%	0%	0%	3%	0%	0%	0%	0%	0%	22%	0%	0%	0%	0%
I have a good balance between work and my personal l															
Agree completely (10)	29%	26%	75%	10%	9%	75%	0%	11%	9%	26%	33%	27%	0%	13%	13%
9	14%	5%	0%	10%	21%	0%	0%	11%	22%	5%	11%	9%	100%	7%	9%
8	14%	5%	0%	23%	3%	0%	25%	23%	3%	5%	22%	9%	0%	15%	14%
7	14%	11%	0%	3%	12%	0%	0%	3%	13%	11%	22%	9%	0%	14%	10%
6	10%	16%	0%	8%	9%	0%	25%	6%	9%	16%	0%	18%	0%	14%	12%
5	10%	16%	0%	13%	24%	0%	0%	14%	22%	16%	0%	18%	0%	12%	11%
4	5%	11%	25%	10%	9%	25%	0%	11%	9%	11%	0%	9%	0%	11%	10%
3	0%	5%	0%	8%	6%	0%	25%	6%	6%	5%	0%	0%	0%	8%	9%
2	0%	5%	0%	5%	6%	0%	0%	6%	6%	5%	0%	0%	0%	3%	5%
Do not agree (1)	5%	0%	0%	10%	0%	0%	25%	9%	0%	0%	11%	0%	0%	4%	8%
Vet ej	0%	0%	0%	0%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
I have time enough to pursue the development of my ov															
Agree completely (10)	14%	11%	50%	0%	6%	50%	0%	0%	6%	11%	11%	18%	0%	5%	6%
9	0%	0%	0%	5%	3%	0%	0%	6%	3%	0%	0%	0%	0%	4%	6%
8	0%	0%	0%	3%	27%	0%	0%	3%	25%	0%	0%	0%	0%	9%	10%
7	14%	21%	25%	10%	15%	25%	25%	9%	16%	21%	11%	9%	100%	12%	10%
6	14%	16%	0%	15%	12%	0%	25%	14%	13%	16%	22%	9%	0%	14%	13%
5	10%	11%	0%	18%	9%	0%	0%	20%	9%	11%	11%	9%	0%	13%	12%
4	29%	11%	0%	15%	9%	0%	0%	17%	9%	11%	33%	27%	0%	16%	17%
3	19%	16%	0%	5%	9%	0%	25%	3%	9%	16%	11%	27%	0%	16%	11%
2	0%	16%	25%	13%	3%	25%	0%	14%	3%	16%	0%	0%	0%	6%	9%
Do not agree (1)	0%	0%	0%	15%	6%	0%	25%	14%	6%	0%	0%	0%	0%	5%	7%
Vet ej	0%	0%	0%	0%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%

	Country					Manager without personnel responsible								Gender	
						Unions									
	Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Danmark	Fackförbundet SUORA	För-säkringsmannaförbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Male	Female
<i>Bas:</i>	21	19	4	39	34	4	4	35	32	19	9	11	1	1058	913
I have a very positive attitude to the future where as my															
Agree completely (10)	19%	11%	50%	8%	9%	50%	0%	9%	9%	11%	22%	18%	0%	11%	12%
9	5%	0%	25%	5%	24%	25%	0%	6%	22%	0%	0%	9%	0%	8%	8%
8	19%	21%	0%	21%	27%	0%	25%	20%	28%	21%	22%	9%	100%	16%	16%
7	14%	16%	0%	23%	18%	0%	50%	20%	19%	16%	11%	18%	0%	17%	16%
6	10%	26%	25%	8%	0%	25%	0%	9%	0%	26%	11%	9%	0%	14%	10%
5	19%	16%	0%	3%	12%	0%	0%	3%	13%	16%	22%	18%	0%	10%	8%
4	5%	5%	0%	10%	0%	0%	0%	11%	0%	5%	0%	9%	0%	9%	8%
3	10%	5%	0%	15%	3%	0%	0%	17%	3%	5%	11%	9%	0%	7%	9%
2	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	4%	6%
Do not agree (1)	0%	0%	0%	8%	6%	0%	25%	6%	6%	0%	0%	0%	0%	4%	6%
Vet ej	0%	0%	0%	0%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%
I have enough influence over my work situation															
Agree completely (10)	14%	11%	50%	8%	3%	50%	0%	9%	3%	11%	22%	9%	0%	10%	10%
9	5%	11%	0%	10%	18%	0%	25%	9%	16%	11%	0%	9%	0%	10%	9%
8	14%	21%	0%	10%	29%	0%	0%	11%	31%	21%	22%	0%	100%	18%	12%
7	24%	21%	0%	26%	21%	0%	50%	23%	22%	21%	22%	27%	0%	17%	18%
6	19%	0%	25%	18%	9%	25%	0%	20%	9%	0%	0%	36%	0%	11%	14%
5	5%	16%	0%	5%	12%	0%	0%	6%	13%	16%	0%	9%	0%	10%	10%
4	10%	11%	25%	3%	0%	25%	0%	3%	0%	11%	11%	9%	0%	9%	8%
3	5%	5%	0%	8%	0%	0%	0%	9%	0%	5%	11%	0%	0%	8%	9%
2	0%	5%	0%	5%	0%	0%	0%	6%	0%	5%	0%	0%	0%	5%	5%
Do not agree (1)	5%	0%	0%	8%	6%	0%	25%	6%	6%	0%	11%	0%	0%	3%	5%
Vet ej	0%	0%	0%	0%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
My union supports me in my roll as manager															
Agree completely (10)	0%	11%	50%	3%	15%	50%	0%	3%	16%	11%	0%	0%	0%	5%	5%
9	0%	0%	0%	3%	15%	0%	0%	3%	16%	0%	0%	0%	0%	3%	3%
8	14%	16%	0%	3%	12%	0%	0%	3%	13%	16%	22%	9%	0%	6%	5%
7	5%	5%	0%	8%	12%	0%	25%	6%	9%	5%	0%	9%	0%	5%	6%
6	0%	0%	0%	8%	0%	0%	0%	9%	0%	0%	0%	0%	0%	12%	11%
5	19%	16%	0%	5%	29%	0%	0%	6%	31%	16%	22%	18%	0%	11%	10%
4	10%	5%	0%	3%	0%	0%	25%	0%	0%	5%	0%	18%	0%	6%	6%
3	10%	21%	0%	10%	9%	0%	25%	9%	9%	21%	0%	18%	0%	10%	10%
2	5%	0%	0%	28%	6%	0%	0%	31%	6%	0%	11%	0%	0%	11%	13%
Do not agree (1)	19%	5%	0%	21%	0%	0%	25%	20%	0%	5%	22%	18%	0%	12%	13%
Vet ej	19%	21%	50%	10%	3%	50%	0%	11%	0%	21%	22%	9%	100%	20%	18%

	Country					Manager without personnel responsible								Gender	
	Sweden	Norway	Denmark	Finland	Iceland	Unions								Male	Female
						Finansförbundet Danmark	Fackförbundet SUORA	För-säkrings-manna-förbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing		
<i>Bas:</i>	21	19	4	39	34	4	4	35	32	19	9	11	1	1058	913
My superior supports me fully															
Agree completely (10)	19%	21%	50%	18%	21%	50%	0%	20%	22%	21%	22%	18%	0%	13%	19%
9	14%	16%	0%	13%	21%	0%	0%	14%	19%	16%	11%	9%	100%	13%	11%
8	19%	26%	0%	15%	21%	0%	50%	11%	22%	26%	22%	18%	0%	15%	12%
7	29%	11%	0%	13%	12%	0%	0%	14%	13%	11%	33%	27%	0%	16%	10%
6	0%	11%	0%	8%	3%	0%	0%	9%	3%	11%	0%	0%	0%	10%	8%
5	10%	11%	25%	8%	15%	25%	0%	9%	16%	11%	0%	18%	0%	9%	7%
4	0%	0%	0%	13%	0%	0%	25%	11%	0%	0%	0%	0%	0%	7%	6%
3	10%	5%	0%	8%	0%	0%	0%	9%	0%	5%	11%	9%	0%	8%	8%
2	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	5%	7%
Do not agree (1)	0%	0%	25%	5%	6%	25%	25%	3%	6%	0%	0%	0%	0%	6%	11%
Vet ej	0%	0%	0%	0%	3%	0%	0%	0%	0%	0%	0%	0%	0%	1%	1%
The competence of my co-workers match the demands															
Agree completely (10)	5%	5%	50%	3%	6%	50%	0%	3%	6%	5%	0%	9%	0%	5%	6%
9	0%	0%	0%	5%	12%	0%	0%	6%	13%	0%	0%	0%	0%	5%	5%
8	10%	16%	0%	18%	18%	0%	0%	20%	16%	16%	11%	9%	0%	17%	13%
7	19%	21%	0%	15%	9%	0%	50%	11%	9%	21%	22%	18%	0%	22%	18%
6	19%	11%	0%	13%	12%	0%	0%	14%	13%	11%	33%	9%	0%	15%	14%
5	14%	21%	0%	8%	27%	0%	25%	6%	28%	21%	11%	18%	0%	12%	12%
4	14%	11%	0%	10%	9%	0%	0%	11%	9%	11%	0%	27%	0%	11%	10%
3	5%	0%	0%	13%	3%	0%	0%	14%	3%	0%	0%	9%	0%	7%	12%
2	0%	5%	0%	0%	3%	0%	0%	0%	3%	5%	0%	0%	0%	3%	6%
Do not agree (1)	0%	0%	0%	5%	0%	0%	25%	3%	0%	0%	0%	0%	0%	2%	3%
Vet ej	14%	11%	50%	10%	3%	50%	0%	11%	0%	11%	22%	0%	100%	1%	1%
My present competence matches the demands of the fu															
Agree completely (10)	5%	5%	25%	3%	9%	25%	0%	3%	9%	5%	0%	9%	0%	6%	5%
9	5%	0%	0%	13%	18%	0%	0%	14%	16%	0%	0%	9%	0%	9%	7%
8	14%	32%	25%	10%	35%	25%	25%	9%	38%	32%	22%	0%	100%	19%	16%
7	33%	37%	25%	26%	12%	25%	50%	23%	13%	37%	56%	18%	0%	26%	22%
6	24%	16%	0%	23%	6%	0%	0%	26%	6%	16%	11%	36%	0%	14%	12%
5	14%	5%	0%	5%	12%	0%	0%	6%	13%	5%	0%	27%	0%	8%	10%
4	0%	0%	0%	3%	3%	0%	0%	3%	3%	0%	0%	0%	0%	7%	8%
3	0%	0%	25%	13%	3%	25%	0%	14%	3%	0%	0%	0%	0%	6%	9%
2	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	4%	5%
Do not agree (1)	0%	0%	0%	3%	0%	0%	25%	0%	0%	0%	0%	0%	0%	2%	3%
Vet ej	5%	5%	0%	3%	3%	0%	0%	3%	0%	5%	11%	0%	0%	1%	2%

	Manager without personnel responsible														Gender	
	Country					Unions										
	Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Danmark	Fackförbundet SUORA	För-säkrings-manna-förbundet	Samband Islenskra Banka-manna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Male	Female	
<i>Bas:</i>	21	19	4	39	34	4	4	35	32	19	9	11	1	1058	913	
Q8. In general, how is your relation with ..																
Your management colleagues																
Very good	48%	32%	50%	31%	29%	50%	25%	31%	31%	32%	33%	55%	100%	40%	44%	
Fairly good	48%	68%	0%	59%	50%	0%	75%	57%	50%	68%	67%	36%	0%	49%	46%	
Neither good nor bad	0%	0%	50%	8%	12%	50%	0%	9%	13%	0%	0%	0%	0%	9%	10%	
Fairly bad	0%	0%	0%	0%	6%	0%	0%	0%	6%	0%	0%	0%	0%	1%	1%	
Very bad	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Dont know	5%	0%	0%	3%	3%	0%	0%	3%	0%	0%	0%	9%	0%	0%	0%	
Your co-workers lower in the hierarchy																
Very good	38%	26%	25%	26%	47%	25%	25%	26%	50%	26%	22%	55%	0%	49%	50%	
Fairly good	38%	53%	25%	64%	47%	25%	75%	63%	47%	53%	44%	36%	0%	47%	46%	
Neither good nor bad	5%	5%	0%	5%	3%	0%	0%	6%	3%	5%	0%	9%	0%	3%	3%	
Fairly bad	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Very bad	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Dont know	19%	16%	50%	5%	3%	50%	0%	6%	0%	16%	33%	0%	100%	1%	0%	
Your superior																
Very good	48%	42%	50%	28%	53%	50%	25%	29%	56%	42%	67%	27%	100%	42%	48%	
Fairly good	33%	58%	25%	49%	32%	25%	25%	51%	31%	58%	22%	46%	0%	41%	37%	
Neither good nor bad	19%	0%	0%	23%	6%	0%	50%	20%	6%	0%	11%	27%	0%	12%	10%	
Fairly bad	0%	0%	0%	0%	3%	0%	0%	0%	3%	0%	0%	0%	0%	4%	3%	
Very bad	0%	0%	25%	0%	3%	25%	0%	0%	3%	0%	0%	0%	0%	1%	1%	
Dont know	0%	0%	0%	0%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Your own work related development																
Very good	5%	5%	0%	8%	12%	0%	25%	6%	13%	5%	11%	0%	0%	11%	13%	
Fairly good	62%	58%	50%	56%	62%	50%	50%	57%	63%	58%	56%	64%	100%	54%	59%	
Neither good nor bad	29%	32%	25%	28%	18%	25%	25%	29%	19%	32%	33%	27%	0%	28%	23%	
Fairly bad	5%	0%	25%	8%	3%	25%	0%	9%	3%	0%	0%	9%	0%	6%	5%	
Very bad	0%	5%	0%	0%	3%	0%	0%	0%	3%	5%	0%	0%	0%	1%	1%	
Dont know	0%	0%	0%	0%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
External relations																
Very good	33%	26%	25%	26%	35%	25%	25%	26%	38%	26%	22%	46%	0%	27%	30%	
Fairly good	48%	63%	50%	51%	47%	50%	75%	49%	47%	63%	56%	36%	100%	54%	50%	
Neither good nor bad	19%	5%	25%	21%	15%	25%	0%	23%	16%	5%	22%	18%	0%	16%	16%	
Fairly bad	0%	0%	0%	3%	0%	0%	0%	3%	0%	0%	0%	0%	0%	2%	3%	
Very bad	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Dont know	0%	5%	0%	0%	3%	0%	0%	0%	0%	5%	0%	0%	0%	1%	1%	

	Country					Manager without personnel responsible									Gender	
	Sweden	Norway	Denmark	Finland	Iceland	Unions								Male	Female	
						Finansförbundet Danmark	Fackförbundet SUORA	För-säkrings-manna-förbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing			
<i>Bas:</i>	21	19	4	39	34	4	4	35	32	19	9	11	1	1058	913	
Your private life																
Very good	52%	32%	75%	36%	47%	75%	25%	37%	50%	32%	67%	46%	0%	40%	44%	
Fairly good	43%	37%	25%	46%	35%	25%	75%	43%	34%	37%	22%	55%	100%	43%	43%	
Neither good nor bad	5%	32%	0%	13%	12%	0%	0%	14%	13%	32%	11%	0%	0%	14%	10%	
Fairly bad	0%	0%	0%	5%	3%	0%	0%	6%	3%	0%	0%	0%	0%	3%	3%	
Very bad	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Dont know	0%	0%	0%	0%	3%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Q9. How large percentage of your working																
Relations with management colleagues																
Nothing	0%	0%	0%	3%	24%	0%	0%	3%	19%	0%	0%	0%	0%	5%	8%	
1-5%	38%	63%	100%	59%	29%	100%	50%	60%	31%	63%	44%	27%	100%	62%	62%	
6-10%	29%	16%	0%	23%	27%	0%	25%	23%	28%	16%	11%	46%	0%	24%	20%	
11-20%	10%	16%	0%	13%	12%	0%	0%	14%	13%	16%	11%	9%	0%	5%	5%	
21-30%	5%	5%	0%	0%	3%	0%	0%	0%	3%	5%	0%	9%	0%	1%	1%	
31-40%	5%	0%	0%	0%	6%	0%	0%	0%	6%	0%	11%	0%	0%	0%	0%	
41-50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
51-60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Dont know	14%	0%	0%	3%	0%	0%	25%	0%	0%	0%	22%	9%	0%	4%	4%	
Relations with co-workers lower in the hierarchy																
Nothing	29%	26%	25%	3%	27%	25%	0%	3%	22%	26%	22%	27%	100%	3%	3%	
1-5%	10%	11%	0%	13%	3%	0%	0%	14%	3%	11%	0%	18%	0%	8%	7%	
6-10%	10%	16%	0%	26%	12%	0%	25%	26%	13%	16%	11%	9%	0%	20%	19%	
11-20%	24%	26%	50%	31%	24%	50%	50%	29%	25%	26%	22%	27%	0%	34%	32%	
21-30%	5%	11%	0%	15%	12%	0%	0%	17%	13%	11%	0%	9%	0%	19%	20%	
31-40%	0%	5%	0%	0%	12%	0%	0%	0%	13%	5%	0%	0%	0%	8%	8%	
41-50%	5%	5%	0%	3%	9%	0%	0%	3%	9%	5%	11%	0%	0%	5%	6%	
51-60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	2%	
61-70%	0%	0%	0%	0%	3%	0%	0%	0%	3%	0%	0%	0%	0%	0%	1%	
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	1%	
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Dont know	19%	0%	25%	10%	0%	25%	25%	9%	0%	0%	33%	9%	0%	2%	2%	

	Manager without personnel responsible														Gender	
	Country					Unions										
	Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Danmark	Fackförbundet SUORA	För-säkringsmannaförbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing			
<i>Bas:</i>	21	19	4	39	34	4	4	35	32	19	9	11	1	1058	913	
Relations with you superior																
Nothing	0%	5%	0%	0%	21%	0%	0%	0%	16%	5%	0%	0%	0%	3%	5%	
1-5%	43%	53%	100%	56%	15%	100%	75%	54%	16%	53%	33%	55%	0%	65%	59%	
6-10%	43%	37%	0%	28%	41%	0%	0%	31%	44%	37%	44%	36%	100%	23%	27%	
11-20%	5%	5%	0%	10%	15%	0%	0%	11%	16%	5%	11%	0%	0%	6%	6%	
21-30%	0%	0%	0%	3%	9%	0%	0%	3%	9%	0%	0%	0%	0%	1%	1%	
31-40%	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	11%	0%	0%	0%	0%	
41-50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
51-60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Dont know	5%	0%	0%	3%	0%	0%	25%	0%	0%	0%	0%	9%	0%	3%	2%	
Your own work related development																
Nothing	10%	5%	0%	5%	35%	0%	0%	6%	31%	5%	0%	18%	0%	12%	16%	
1-5%	48%	63%	50%	49%	38%	50%	75%	46%	41%	63%	56%	36%	100%	64%	61%	
6-10%	29%	21%	50%	28%	24%	50%	0%	31%	25%	21%	33%	27%	0%	15%	14%	
11-20%	5%	0%	0%	13%	0%	0%	0%	14%	0%	0%	11%	0%	0%	2%	2%	
21-30%	0%	0%	0%	0%	3%	0%	0%	0%	3%	0%	0%	0%	0%	0%	1%	
31-40%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
41-50%	0%	5%	0%	0%	0%	0%	0%	0%	0%	5%	0%	0%	0%	0%	0%	
51-60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Dont know	10%	5%	0%	5%	0%	0%	25%	3%	0%	5%	0%	18%	0%	6%	6%	

	Manager without personnel responsible														Gender	
	Country					Unions										
	Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Danmark	Fackförbundet SUORA	För-säkringsmannaförbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Male	Female	
<i>Bas:</i>	21	19	4	39	34	4	4	35	32	19	9	11	1	1058	913	
Business planning																
Nothing	0%	5%	0%	0%	38%	0%	0%	0%	34%	5%	0%	0%	0%	5%	7%	
1-5%	10%	37%	0%	28%	27%	0%	25%	29%	28%	37%	22%	0%	0%	36%	34%	
6-10%	43%	26%	50%	41%	24%	50%	25%	43%	25%	26%	22%	64%	0%	32%	30%	
11-20%	24%	16%	25%	13%	12%	25%	0%	14%	13%	16%	11%	27%	100%	18%	19%	
21-30%	14%	5%	0%	8%	0%	0%	0%	9%	0%	5%	22%	9%	0%	3%	5%	
31-40%	0%	0%	0%	3%	0%	0%	25%	0%	0%	0%	0%	0%	0%	1%	1%	
41-50%	0%	5%	0%	5%	0%	0%	0%	6%	0%	5%	0%	0%	0%	0%	1%	
51-60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Dont know	10%	5%	25%	3%	0%	25%	25%	0%	0%	5%	22%	0%	0%	5%	3%	
Work management																
Nothing	24%	5%	25%	8%	56%	25%	0%	9%	53%	5%	22%	18%	100%	4%	7%	
1-5%	19%	37%	25%	33%	24%	25%	25%	34%	25%	37%	33%	9%	0%	23%	21%	
6-10%	29%	16%	25%	21%	15%	25%	50%	17%	16%	16%	11%	46%	0%	32%	32%	
11-20%	14%	5%	0%	10%	3%	0%	0%	11%	3%	5%	22%	9%	0%	27%	24%	
21-30%	0%	16%	0%	3%	3%	0%	0%	3%	3%	16%	0%	0%	0%	8%	9%	
31-40%	5%	5%	0%	5%	0%	0%	0%	6%	0%	5%	0%	9%	0%	2%	2%	
41-50%	0%	5%	0%	5%	0%	0%	0%	6%	0%	5%	0%	0%	0%	1%	1%	
51-60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	
61-70%	0%	0%	25%	3%	0%	25%	0%	3%	0%	0%	0%	0%	0%	0%	0%	
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Dont know	10%	11%	0%	13%	0%	0%	25%	11%	0%	11%	11%	9%	0%	3%	3%	

	Manager without personnel responsible														Gender	
	Country					Unions										
	Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Danmark	Fackförbundet SUORA	För-säkringsmannaförbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Male	Female	
<i>Bas:</i>	21	19	4	39	34	4	4	35	32	19	9	11	1	1058	913	
Personnel development																
Nothing	29%	32%	25%	5%	74%	25%	25%	3%	72%	32%	22%	27%	100%	8%	11%	
1-5%	29%	32%	0%	59%	15%	0%	50%	60%	16%	32%	22%	36%	0%	46%	37%	
6-10%	10%	16%	25%	18%	9%	25%	0%	20%	9%	16%	0%	18%	0%	28%	32%	
11-20%	0%	11%	25%	5%	3%	25%	0%	6%	3%	11%	0%	0%	0%	12%	13%	
21-30%	0%	5%	0%	0%	0%	0%	0%	0%	0%	5%	0%	0%	0%	1%	3%	
31-40%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
41-50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
51-60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Dont know	33%	5%	25%	13%	0%	25%	25%	11%	0%	5%	56%	18%	0%	4%	3%	
Economic planning and follow-up																
Nothing	19%	11%	0%	13%	68%	0%	0%	14%	66%	11%	33%	9%	0%	11%	22%	
1-5%	33%	42%	25%	44%	15%	25%	25%	46%	16%	42%	33%	27%	100%	44%	38%	
6-10%	29%	21%	25%	13%	12%	25%	25%	11%	13%	21%	11%	46%	0%	25%	23%	
11-20%	10%	16%	0%	13%	6%	0%	25%	11%	6%	16%	0%	18%	0%	12%	9%	
21-30%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	2%	2%	
31-40%	5%	5%	0%	3%	0%	0%	0%	3%	0%	5%	11%	0%	0%	1%	1%	
41-50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
51-60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Dont know	5%	5%	50%	15%	0%	50%	25%	14%	0%	5%	11%	0%	0%	5%	6%	

	Manager without personnel responsible														Gender	
	Country					Unions										
	Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Danmark	Fackförbundet SUORA	För-säkringsmannaförbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Male	Female	
<i>Bas:</i>	21	19	4	39	34	4	4	35	32	19	9	11	1	1058	913	
Internal relations																
Nothing	0%	0%	0%	3%	29%	0%	0%	3%	25%	0%	0%	0%	0%	6%	7%	
1-5%	29%	58%	50%	59%	9%	50%	75%	57%	9%	58%	44%	18%	0%	47%	48%	
6-10%	19%	11%	50%	28%	21%	50%	0%	31%	22%	11%	33%	9%	0%	26%	24%	
11-20%	24%	16%	0%	3%	32%	0%	0%	3%	34%	16%	11%	36%	0%	11%	10%	
21-30%	10%	5%	0%	0%	6%	0%	0%	0%	6%	5%	0%	18%	0%	2%	2%	
31-40%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	1%	
41-50%	0%	0%	0%	0%	3%	0%	0%	0%	3%	0%	0%	0%	0%	0%	1%	
51-60%	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%	
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Dont know	14%	11%	0%	8%	0%	0%	25%	6%	0%	11%	11%	18%	0%	8%	8%	
External relations																
Nothing	5%	5%	0%	3%	29%	0%	0%	3%	25%	5%	0%	9%	0%	7%	15%	
1-5%	29%	47%	75%	51%	18%	75%	50%	51%	19%	47%	33%	18%	100%	41%	47%	
6-10%	33%	26%	0%	18%	27%	0%	0%	20%	28%	26%	44%	27%	0%	21%	15%	
11-20%	5%	5%	0%	8%	18%	0%	0%	9%	19%	5%	0%	9%	0%	12%	6%	
21-30%	5%	0%	0%	8%	3%	0%	0%	9%	3%	0%	0%	9%	0%	6%	3%	
31-40%	10%	0%	0%	5%	3%	0%	25%	3%	3%	0%	0%	18%	0%	2%	2%	
41-50%	5%	0%	0%	0%	3%	0%	0%	0%	3%	0%	11%	0%	0%	2%	1%	
51-60%	0%	5%	0%	0%	0%	0%	0%	0%	0%	5%	0%	0%	0%	1%	0%	
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	1%	
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
Dont know	10%	11%	25%	8%	0%	25%	25%	6%	0%	11%	11%	9%	0%	8%	11%	

	Country					Manager without personnel responsible								Gender	
						Unions									
	Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Danmark	Fackförbundet SUORA	För-säkrings-manna-förbundet	Samband Islenskra Bankanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Male	Female
Bas:	21	19	4	39	34	4	4	35	32	19	9	11	1	1058	913
Miscellaneous															
Nothing	0%	26%	0%	3%	68%	0%	0%	3%	66%	26%	0%	0%	0%	16%	23%
1-5%	10%	16%	50%	23%	6%	50%	50%	20%	6%	16%	0%	18%	0%	18%	18%
6-10%	10%	16%	0%	13%	12%	0%	0%	14%	13%	16%	22%	0%	0%	10%	9%
11-20%	10%	5%	25%	5%	3%	25%	0%	6%	3%	5%	11%	9%	0%	6%	6%
21-30%	5%	0%	0%	3%	6%	0%	25%	0%	6%	0%	0%	9%	0%	3%	3%
31-40%	5%	0%	0%	5%	3%	0%	0%	6%	3%	0%	0%	9%	0%	2%	2%
41-50%	0%	0%	0%	3%	3%	0%	0%	3%	3%	0%	0%	0%	0%	2%	3%
51-60%	10%	0%	25%	3%	0%	25%	0%	3%	0%	0%	22%	0%	0%	1%	1%
61-70%	0%	0%	0%	3%	0%	0%	0%	3%	0%	0%	0%	0%	0%	1%	1%
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%
81-90%	0%	5%	0%	0%	0%	0%	0%	0%	0%	5%	0%	0%	0%	0%	0%
91-100%	0%	0%	0%	3%	0%	0%	25%	0%	0%	0%	0%	0%	0%	1%	1%
Dont know	52%	32%	0%	39%	0%	0%	0%	43%	0%	32%	44%	55%	100%	41%	33%

Q10. What is the optimal percentage spen

Relations with management colleagues

Nothing	0%	0%	0%	3%	35%	0%	0%	3%	31%	0%	0%	0%	0%	6%	9%
1-5%	38%	53%	50%	56%	27%	50%	50%	57%	28%	53%	11%	55%	100%	59%	53%
6-10%	43%	37%	50%	23%	18%	50%	25%	23%	19%	37%	56%	36%	0%	26%	27%
11-20%	5%	11%	0%	13%	18%	0%	0%	14%	19%	11%	11%	0%	0%	4%	5%
21-30%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
31-40%	5%	0%	0%	0%	3%	0%	0%	0%	3%	0%	11%	0%	0%	0%	0%
41-50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
51-60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Dont know	10%	0%	0%	5%	0%	0%	25%	3%	0%	0%	11%	9%	0%	5%	5%

	Country					Manager without personnel responsible								Gender	
	Sweden	Norway	Denmark	Finland	Iceland	Unions								Male	Female
						Finansförbundet Danmark	Fackförbundet SUORA	För-säkringsmannaförbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing		
<i>Bas:</i>	21	19	4	39	34	4	4	35	32	19	9	11	1	1058	913
Relations with co-workers lower in the hierarchy															
Nothing	29%	26%	25%	3%	38%	25%	0%	3%	34%	26%	22%	27%	100%	4%	7%
1-5%	5%	5%	0%	5%	6%	0%	0%	6%	6%	5%	0%	9%	0%	6%	5%
6-10%	14%	16%	25%	21%	18%	25%	25%	20%	19%	16%	11%	18%	0%	19%	20%
11-20%	24%	32%	25%	39%	12%	25%	25%	40%	13%	32%	33%	18%	0%	33%	35%
21-30%	10%	16%	0%	18%	15%	0%	25%	17%	16%	16%	0%	18%	0%	21%	18%
31-40%	0%	5%	0%	3%	6%	0%	0%	3%	6%	5%	0%	0%	0%	8%	7%
41-50%	5%	0%	0%	3%	6%	0%	0%	3%	6%	0%	11%	0%	0%	5%	4%
51-60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	1%
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	1%
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Dont know	14%	0%	25%	10%	0%	25%	25%	9%	0%	0%	22%	9%	0%	2%	2%
Relations with you superior															
Nothing	0%	0%	0%	0%	29%	0%	0%	0%	25%	0%	0%	0%	0%	4%	7%
1-5%	43%	32%	75%	54%	18%	75%	75%	51%	19%	32%	33%	55%	0%	61%	53%
6-10%	38%	68%	25%	39%	32%	25%	0%	43%	34%	68%	22%	46%	100%	26%	30%
11-20%	14%	0%	0%	3%	15%	0%	0%	3%	16%	0%	33%	0%	0%	4%	6%
21-30%	0%	0%	0%	0%	6%	0%	0%	0%	6%	0%	0%	0%	0%	0%	1%
31-40%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
41-50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
51-60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Dont know	5%	0%	0%	5%	0%	0%	25%	3%	0%	0%	11%	0%	0%	4%	3%

	Country					Manager without personnel responsible								Gender	
						Unions									
	Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Danmark	Fackförbundet SUORA	För-säkringsmannaförbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Male	Female
<i>Bas:</i>	21	19	4	39	34	4	4	35	32	19	9	11	1	1058	913
Your own work related development															
Nothing	0%	0%	0%	0%	32%	0%	0%	0%	28%	0%	0%	0%	0%	4%	9%
1-5%	29%	32%	25%	31%	24%	25%	50%	29%	25%	32%	33%	18%	100%	40%	36%
6-10%	38%	42%	50%	28%	41%	50%	25%	29%	44%	42%	11%	64%	0%	41%	40%
11-20%	29%	21%	25%	28%	3%	25%	0%	31%	3%	21%	44%	18%	0%	10%	10%
21-30%	0%	0%	0%	5%	0%	0%	0%	6%	0%	0%	0%	0%	0%	1%	1%
31-40%	0%	0%	0%	3%	0%	0%	0%	3%	0%	0%	0%	0%	0%	0%	0%
41-50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
51-60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Dont know	5%	5%	0%	5%	0%	0%	25%	3%	0%	5%	11%	0%	0%	5%	4%
Business planning															
Nothing	0%	0%	0%	0%	44%	0%	0%	0%	41%	0%	0%	0%	0%	6%	9%
1-5%	19%	37%	0%	21%	18%	0%	0%	23%	19%	37%	22%	18%	0%	32%	24%
6-10%	43%	21%	75%	39%	29%	75%	50%	37%	31%	21%	44%	46%	0%	33%	35%
11-20%	24%	32%	0%	28%	9%	0%	0%	31%	9%	32%	11%	27%	100%	18%	23%
21-30%	5%	5%	0%	8%	0%	0%	0%	9%	0%	5%	0%	9%	0%	3%	5%
31-40%	5%	0%	0%	3%	0%	0%	25%	0%	0%	0%	11%	0%	0%	1%	1%
41-50%	0%	5%	0%	0%	0%	0%	0%	0%	0%	5%	0%	0%	0%	1%	0%
51-60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Dont know	5%	0%	25%	3%	0%	25%	25%	0%	0%	0%	11%	0%	0%	6%	4%

	Country					Manager without personnel responsible								Gender	
	Sweden	Norway	Denmark	Finland	Iceland	Unions								Male	Female
						Finansförbundet Danmark	Fackförbundet SUORA	För-säkringsmannaförbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing		
<i>Bas:</i>	21	19	4	39	34	4	4	35	32	19	9	11	1	1058	913
Work management															
Nothing	24%	11%	25%	5%	59%	25%	25%	3%	56%	11%	22%	18%	100%	6%	10%
1-5%	19%	26%	0%	26%	18%	0%	25%	26%	19%	26%	44%	0%	0%	24%	21%
6-10%	24%	21%	50%	23%	21%	50%	25%	23%	22%	21%	11%	36%	0%	34%	33%
11-20%	5%	16%	0%	18%	3%	0%	0%	20%	3%	16%	0%	9%	0%	22%	23%
21-30%	14%	5%	0%	10%	0%	0%	0%	11%	0%	5%	0%	27%	0%	8%	7%
31-40%	0%	0%	0%	3%	0%	0%	0%	3%	0%	0%	0%	0%	0%	1%	1%
41-50%	0%	5%	25%	0%	0%	25%	0%	0%	0%	5%	0%	0%	0%	1%	1%
51-60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Dont know	14%	16%	0%	15%	0%	0%	25%	14%	0%	16%	22%	9%	0%	4%	4%
Personnel development															
Nothing	29%	26%	25%	3%	68%	25%	25%	0%	66%	26%	22%	27%	100%	8%	11%
1-5%	24%	5%	0%	28%	18%	0%	50%	26%	19%	5%	11%	36%	0%	25%	20%
6-10%	29%	42%	25%	39%	12%	25%	0%	43%	13%	42%	22%	36%	0%	38%	36%
11-20%	0%	5%	25%	15%	3%	25%	0%	17%	3%	5%	0%	0%	0%	20%	23%
21-30%	0%	5%	0%	3%	0%	0%	0%	3%	0%	5%	0%	0%	0%	5%	6%
31-40%	0%	5%	0%	0%	0%	0%	0%	0%	0%	5%	0%	0%	0%	1%	1%
41-50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
51-60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Dont know	19%	11%	25%	13%	0%	25%	25%	11%	0%	11%	44%	0%	0%	4%	3%

	Country					Manager without personnel responsible								Gender	
						Unions									
	Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Danmark	Fackförbundet SUORA	För-säkringsmannaförbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Male	Female
<i>Bas:</i>	21	19	4	39	34	4	4	35	32	19	9	11	1	1058	913
Economic planning and follow-up															
Nothing	10%	16%	0%	10%	68%	0%	0%	11%	66%	16%	11%	9%	0%	12%	20%
1-5%	33%	42%	50%	44%	21%	50%	25%	46%	22%	42%	33%	27%	100%	46%	40%
6-10%	33%	21%	50%	18%	9%	50%	50%	14%	9%	21%	11%	55%	0%	25%	24%
11-20%	5%	11%	0%	8%	3%	0%	0%	9%	3%	11%	11%	0%	0%	6%	6%
21-30%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	1%
31-40%	0%	5%	0%	3%	0%	0%	0%	3%	0%	5%	0%	0%	0%	0%	0%
41-50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
51-60%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Dont know	19%	5%	0%	18%	0%	0%	25%	17%	0%	5%	33%	9%	0%	10%	9%
Internal relations															
Nothing	0%	0%	0%	5%	29%	0%	0%	6%	25%	0%	0%	0%	0%	7%	12%
1-5%	19%	58%	0%	67%	18%	0%	75%	66%	19%	58%	22%	18%	0%	49%	47%
6-10%	29%	21%	75%	18%	24%	75%	0%	20%	25%	21%	33%	27%	0%	24%	22%
11-20%	19%	11%	0%	0%	24%	0%	0%	0%	25%	11%	11%	27%	0%	6%	6%
21-30%	5%	0%	0%	0%	3%	0%	0%	0%	3%	0%	0%	9%	0%	1%	0%
31-40%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
41-50%	0%	0%	0%	0%	3%	0%	0%	0%	3%	0%	0%	0%	0%	0%	0%
51-60%	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
91-100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Dont know	24%	11%	25%	10%	0%	25%	25%	9%	0%	11%	33%	18%	0%	13%	13%

	Manager without personnel responsible														Gender	
	Country					Unions										
	Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Danmark	Fackförbundet SUORA	För-säkringsmannaförbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Male	Female	
<i>Bas:</i>	21	19	4	39	34	4	4	35	32	19	9	11	1	1058	913	
External relations																
Nothing	0%	5%	0%	5%	41%	0%	0%	6%	38%	5%	0%	0%	0%	7%	14%	
1-5%	33%	47%	25%	49%	18%	25%	50%	49%	19%	47%	33%	27%	100%	36%	43%	
6-10%	19%	26%	50%	15%	15%	50%	0%	17%	16%	26%	33%	9%	0%	20%	17%	
11-20%	5%	11%	0%	5%	15%	0%	0%	6%	16%	11%	0%	9%	0%	14%	6%	
21-30%	19%	0%	0%	3%	3%	0%	0%	3%	3%	0%	0%	36%	0%	7%	4%	
31-40%	5%	0%	0%	8%	6%	0%	25%	6%	6%	0%	0%	9%	0%	3%	1%	
41-50%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%	1%	
51-60%	0%	5%	0%	0%	3%	0%	0%	0%	3%	5%	0%	0%	0%	0%	0%	
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
71-80%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
91-100%	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	11%	0%	0%	0%	0%	
Dont know	14%	5%	25%	15%	0%	25%	25%	14%	0%	5%	22%	9%	0%	11%	15%	
Miscellaneous																
Nothing	5%	21%	0%	8%	79%	0%	0%	9%	78%	21%	0%	9%	0%	18%	27%	
1-5%	10%	0%	0%	26%	9%	0%	50%	23%	9%	0%	0%	18%	0%	16%	17%	
6-10%	5%	5%	0%	8%	3%	0%	0%	9%	3%	5%	11%	0%	0%	6%	5%	
11-20%	5%	5%	0%	0%	3%	0%	0%	0%	3%	5%	11%	0%	0%	3%	3%	
21-30%	5%	0%	0%	3%	3%	0%	25%	0%	3%	0%	11%	0%	0%	2%	2%	
31-40%	5%	0%	0%	8%	0%	0%	0%	9%	0%	0%	11%	0%	0%	1%	1%	
41-50%	0%	0%	0%	0%	3%	0%	0%	0%	3%	0%	0%	0%	0%	1%	1%	
51-60%	0%	0%	25%	0%	0%	25%	0%	0%	0%	0%	0%	0%	0%	1%	0%	
61-70%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
71-80%	0%	5%	0%	0%	0%	0%	0%	0%	0%	5%	0%	0%	0%	0%	0%	
81-90%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	
91-100%	0%	0%	0%	3%	0%	0%	25%	0%	0%	0%	0%	0%	0%	1%	1%	
Dont know	67%	63%	75%	46%	0%	75%	0%	51%	0%	63%	56%	73%	100%	52%	43%	

	Country					Manager without personnel responsible								Gender	
						Unions									
	Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Danmark	Fackförbundet SUORA	För-säkringsmannaförbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Male	Female
<i>Bas:</i>	21	19	4	39	34	4	4	35	32	19	9	11	1	1058	913
Q11. Of the alternatives below, please ma															
... to focus on leading my co-workers															
Most important	19%	21%	25%	10%	0%	25%	25%	9%	0%	21%	11%	27%	0%	23%	17%
Second important	14%	5%	0%	5%	0%	0%	0%	6%	0%	5%	22%	9%	0%	11%	11%
Third important	10%	16%	0%	3%	3%	0%	0%	3%	3%	16%	0%	18%	0%	11%	9%
Not mentioned	57%	58%	75%	82%	97%	75%	75%	83%	97%	58%	67%	46%	100%	55%	63%
... that my co-workers to a higher degree manage them															
Most important	14%	26%	0%	15%	12%	0%	25%	14%	13%	26%	22%	9%	0%	27%	21%
Second important	19%	21%	0%	21%	12%	0%	0%	23%	13%	21%	22%	18%	0%	22%	22%
Third important	10%	11%	25%	10%	21%	25%	25%	9%	22%	11%	11%	9%	0%	10%	11%
Not mentioned	57%	42%	75%	54%	56%	75%	50%	54%	53%	42%	44%	64%	100%	41%	47%
... to focus on the relation with my superior															
Most important	0%	0%	0%	0%	9%	0%	0%	0%	9%	0%	0%	0%	0%	1%	2%
Second important	0%	0%	0%	3%	3%	0%	0%	3%	3%	0%	0%	0%	0%	1%	2%
Third important	10%	11%	0%	0%	6%	0%	0%	0%	6%	11%	22%	0%	0%	2%	3%
Not mentioned	91%	90%	100%	97%	82%	100%	100%	97%	81%	90%	78%	100%	100%	96%	94%
... that my responsibilities and independence increases															
Most important	19%	16%	0%	10%	18%	0%	0%	11%	19%	16%	11%	18%	100%	4%	5%
Second important	5%	5%	0%	0%	18%	0%	0%	0%	19%	5%	0%	9%	0%	4%	4%
Third important	14%	0%	0%	5%	6%	0%	25%	3%	6%	0%	22%	9%	0%	6%	5%
Not mentioned	62%	79%	100%	85%	59%	100%	75%	86%	56%	79%	67%	64%	0%	86%	87%
... to focus on my personal development															
Most important	14%	0%	0%	21%	12%	0%	25%	20%	13%	0%	33%	0%	0%	3%	6%
Second important	14%	16%	25%	18%	15%	25%	25%	17%	16%	16%	11%	9%	100%	9%	11%
Third important	5%	16%	25%	15%	9%	25%	0%	17%	9%	16%	0%	9%	0%	13%	17%
Not mentioned	67%	68%	50%	46%	65%	50%	50%	46%	63%	68%	56%	82%	0%	74%	66%
... that my co-workers have the necessary competence															
Most important	10%	21%	0%	26%	15%	0%	0%	29%	16%	21%	0%	18%	0%	27%	36%
Second important	38%	37%	25%	23%	21%	25%	50%	20%	22%	37%	33%	46%	0%	33%	31%
Third important	0%	11%	0%	15%	15%	0%	0%	17%	16%	11%	0%	0%	0%	13%	11%
Not mentioned	52%	32%	75%	36%	50%	75%	50%	34%	47%	32%	67%	36%	100%	27%	23%
... to integrate several departments															
Most important	0%	0%	25%	0%	9%	25%	0%	0%	9%	0%	0%	0%	0%	2%	2%
Second important	0%	0%	0%	3%	3%	0%	0%	3%	3%	0%	0%	0%	0%	3%	4%
Third important	0%	5%	0%	0%	12%	0%	0%	0%	13%	5%	0%	0%	0%	3%	7%
Not mentioned	100%	95%	75%	97%	77%	75%	100%	97%	75%	95%	100%	100%	100%	92%	88%

	Manager without personnel responsible														Gender	
	Country					Unions										
	Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Danmark	Fackförbundet SUORA	För-säkringsmannaförbundet	Samband Islenskra Bankanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Male		
<i>Bas:</i>	21	19	4	39	34	4	4	35	32	19	9	11	1	1058	913	
... that I co-operate with my management colleagues																
Most important	10%	11%	0%	3%	6%	0%	0%	3%	6%	11%	0%	18%	0%	2%	3%	
Second important	0%	5%	25%	5%	9%	25%	0%	6%	9%	5%	0%	0%	0%	4%	5%	
Third important	5%	5%	0%	15%	0%	0%	0%	17%	0%	5%	11%	0%	0%	4%	6%	
Not mentioned	86%	79%	75%	77%	85%	75%	100%	74%	84%	79%	89%	82%	100%	90%	86%	
... that I have more time to reflect																
Most important	0%	0%	25%	5%	0%	25%	0%	6%	0%	0%	0%	0%	0%	3%	3%	
Second important	0%	5%	25%	18%	3%	25%	25%	17%	3%	5%	0%	0%	0%	5%	7%	
Third important	19%	16%	0%	15%	6%	0%	50%	11%	6%	16%	22%	18%	0%	13%	15%	
Not mentioned	81%	79%	50%	62%	91%	50%	25%	66%	91%	79%	78%	82%	100%	79%	76%	
... to increase the focus on external relations																
Most important	10%	0%	0%	3%	9%	0%	25%	0%	9%	0%	11%	9%	0%	4%	2%	
Second important	10%	5%	0%	3%	3%	0%	0%	3%	3%	5%	11%	9%	0%	6%	2%	
Third important	24%	0%	25%	5%	6%	25%	0%	6%	6%	0%	0%	36%	100%	12%	6%	
Not mentioned	57%	95%	75%	90%	82%	75%	75%	91%	81%	95%	78%	46%	0%	79%	90%	
... to improve the balance between business and my pe																
Most important	5%	5%	25%	8%	0%	25%	0%	9%	0%	5%	11%	0%	0%	4%	3%	
Second important	0%	0%	0%	3%	3%	0%	0%	3%	3%	0%	0%	0%	0%	3%	2%	
Third important	5%	11%	25%	13%	6%	25%	0%	14%	6%	11%	11%	0%	0%	11%	11%	
Not mentioned	91%	84%	50%	77%	91%	50%	100%	74%	91%	84%	78%	100%	100%	83%	84%	

	Country					Manager without personnel responsible								Gender	
	Sweden	Norway	Denmark	Finland	Iceland	Unions								Male	Female
						Finansförbundet Danmark	Fackförbundet SUORA	För-säkrings-manna-förbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing		
<i>Bas:</i>	21	19	4	39	34	4	4	35	32	19	9	11	1	1058	913
Q12. How satisfied in general are you with															
Very satisfied	0%	11%	0%	5%	15%	0%	0%	6%	16%	11%	0%	0%	0%	5%	9%
Fairly satisfied	29%	37%	50%	41%	47%	50%	75%	37%	50%	37%	33%	27%	0%	32%	33%
Neither satisfied nor dissatisfied	48%	47%	50%	39%	27%	50%	25%	40%	28%	47%	44%	55%	0%	45%	43%
Fairly dissatisfied	14%	0%	0%	3%	3%	0%	0%	3%	3%	0%	11%	18%	0%	9%	7%
Very dissatisfied	5%	0%	0%	13%	0%	0%	0%	14%	0%	0%	11%	0%	0%	4%	3%
Dont know	5%	5%	0%	0%	9%	0%	0%	0%	3%	5%	0%	0%	100%	6%	5%
Q12a. What is the basis of your dissatisfaction															
<i>Base: Fairly or Very dissatisfied</i>	4			6	1			6	1		2	2		131	95
The unions service/offers	0%			33%	0%			33%	0%		0%	0%		19%	19%
Treatment / the personal contact	0%			0%	0%			0%	0%		0%	0%		18%	16%
Results in actual issues	25%			17%	100%			17%	100%		50%	0%		40%	37%
Contract/salary	0%			17%	0%			17%	0%		0%	0%		7%	6%
Irrelevant focus (for me)	0%			0%	0%			0%	0%		0%	0%		3%	4%
Lacking managerial focus	50%			17%	0%			17%	0%		0%	100%		15%	24%
No contact/anonymous	25%			0%	0%			0%	0%		50%	0%		5%	7%
Representatives/clubs	0%			0%	0%			0%	0%		0%	0%		2%	4%
Pay issue	0%			0%	0%			0%	0%		0%	0%		1%	1%
Other;	25%			17%	0%			17%	0%		50%	0%		22%	15%
Dont know/No opinion	0%			17%	0%			17%	0%		0%	0%		4%	3%
Q13. Would you recommend you union to															
Definitive	29%	32%	25%	33%	38%	25%	25%	34%	41%	32%	22%	36%	0%	24%	28%
Maybe	14%	16%	50%	41%	38%	50%	75%	37%	41%	16%	11%	18%	0%	33%	33%
Neither yes nor no	29%	37%	25%	21%	18%	25%	0%	23%	19%	37%	22%	36%	0%	26%	25%
Probably not	14%	11%	0%	0%	0%	0%	0%	0%	0%	11%	22%	9%	0%	9%	7%
Definitely not	0%	0%	0%	5%	0%	0%	0%	6%	0%	0%	0%	0%	0%	3%	2%
Dont know	14%	5%	0%	0%	6%	0%	0%	0%	0%	5%	22%	0%	100%	5%	5%
Q14. What in your opinion is the most important															

	Country					Manager without personnel responsible								Gender	
						Unions									
	Sweden	Norway	Denmark	Finland	Iceland	Finansförbundet Danmark	Fackförbundet SUORA	Försäkringsmannaförbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing	Male	Female
<i>Bas:</i>	21	19	4	39	34	4	4	35	32	19	9	11	1	1058	913
Q15. Which of the following unions are ye															
Finansförbundet Danmark	0%	0%	100%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	22%	9%
Fackförbundet SUORA	0%	0%	0%	10%	0%	0%	100%	0%	0%	0%	0%	0%	0%	3%	6%
Försäkringsmannaförbundet	0%	0%	0%	90%	0%	0%	0%	100%	0%	0%	0%	0%	0%	5%	14%
Samband Islenskra Bankamanna	0%	0%	0%	0%	100%	0%	0%	0%	100%	0%	0%	0%	0%	18%	26%
Finansförbundet Norge	0%	100%	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%	0%	9%	7%
Finansförbundet Sverige	43%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%	0%	31%	30%
FTF	52%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	0%	12%	9%
Nothing	5%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	1%	0%
Other	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	1%
<i>Base:</i>														2	6
Other:															
Loimaan liitto														0	1
Stéttarfélagi Verkfræðinga														1	0
VR														1	3
Yksityinen työttömyyskassa														0	1
YTK Loimaan liitto														0	1
Q16. Which of the following titles describ															
Direktör/VD	0%	5%	0%	0%	0%	0%	0%	0%	0%	5%	0%	0%	0%	4%	2%
Area/regiondirector	5%	5%	25%	3%	0%	25%	25%	0%	0%	5%	11%	0%	0%	11%	3%
Head of department/Local manager	24%	42%	25%	5%	63%	25%	0%	6%	63%	42%	22%	27%	0%	56%	51%
Group manager/teamleader	19%	5%	0%	46%	22%	0%	0%	51%	22%	5%	0%	36%	0%	25%	39%
Project leader	14%	26%	25%	18%	9%	25%	25%	17%	9%	26%	11%	18%	0%	2%	3%
Other	38%	16%	25%	28%	6%	25%	50%	26%	6%	16%	56%	18%	100%	3%	3%
Q17. Within which business do you work?															
Bank	43%	37%	50%	8%	84%	50%	75%	0%	84%	37%	89%	9%	0%	71%	68%
Finance	10%	0%	0%	3%	13%	0%	25%	0%	13%	0%	11%	9%	0%	5%	5%
Insurance	38%	47%	0%	90%	0%	0%	0%	100%	0%	47%	0%	73%	0%	20%	24%
Remaining	10%	16%	50%	0%	3%	50%	0%	0%	3%	16%	0%	9%	100%	4%	3%

	Country					Manager without personnel responsible								Gender	
	Sweden	Norway	Denmark	Finland	Iceland	Unions								Male	Female
						Finansförbundet Danmark	Fackförbundet SUORA	För-säkrings-manna-förbundet	Samband Islenskra Bankamanna	Finansförbundet Norge	Finansförbundet Sverige	FTF	Nothing		
<i>Bas:</i>	21	19	4	39	34	4	4	35	32	19	9	11	1	1058	913
Q18. Which country do you work in?															
Denmark	0%	0%	100%	0%	0%	100%	0%	0%	0%	0%	0%	0%	0%	23%	9%
Finland	0%	0%	0%	97%	0%	0%	75%	100%	0%	0%	0%	0%	0%	6%	18%
Iceland	0%	0%	0%	0%	100%	0%	0%	0%	100%	0%	0%	0%	0%	19%	26%
Norwegian	0%	100%	0%	3%	0%	0%	25%	0%	0%	100%	0%	0%	0%	9%	7%
Sweden	100%	0%	0%	0%	0%	0%	0%	0%	0%	0%	100%	100%	100%	43%	40%
Outside nordic	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Q19. How many employees does your cor															
1-19	24%	21%	0%	18%	34%	0%	0%	20%	34%	21%	33%	9%	100%	7%	9%
20-49	5%	5%	0%	5%	9%	0%	0%	6%	9%	5%	0%	9%	0%	7%	7%
50-99	14%	0%	0%	0%	9%	0%	0%	0%	9%	0%	11%	18%	0%	6%	6%
100-499	24%	11%	50%	28%	19%	50%	50%	26%	19%	11%	22%	27%	0%	17%	18%
500-999	5%	11%	50%	21%	6%	50%	0%	23%	6%	11%	0%	9%	0%	6%	11%
More than 1000	29%	53%	0%	26%	19%	0%	50%	23%	19%	53%	33%	27%	0%	57%	49%
Dont know	0%	0%	0%	3%	3%	0%	0%	3%	3%	0%	0%	0%	0%	1%	1%
Q20. Gender?															
Male	81%	63%	50%	33%	44%	50%	50%	31%	44%	63%	78%	82%	100%	100%	0%
Female	19%	37%	50%	67%	56%	50%	50%	69%	56%	37%	22%	18%	0%	0%	100%
Q21. Age?															
18-24 years	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
25-34 years	0%	11%	0%	13%	25%	0%	0%	14%	25%	11%	0%	0%	0%	7%	7%
35-49 years	43%	21%	25%	39%	44%	25%	25%	40%	44%	21%	44%	36%	100%	51%	58%
Older than 50 years	57%	68%	75%	49%	31%	75%	75%	46%	31%	68%	56%	64%	0%	41%	35%