



master thesis

QUARTERMASTERING IN PRACTICE

A study into the work of change managers in the Dutch public sector

Jordy H. Lievers, 2013



Quartermastering In Practice

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Jordy H. Lievers
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MASTER THESIS



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Supervisor: Dr. Herman Steensma (Leiden University)

Second reader: Drs. Gert-Jan Cornel (Kwartiermakersgilde)

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Abstract

The term quartermaster has recently become more known in the Dutch public sector. It can be defined as a professional manager who is responsible for the preparation and organization of something brand new. A quartermaster works for an organization and brings different parties together. The operations of a quartermaster overlap with change management and project management, though there are differences as well.

In this study, 95 Dutch quartermasters filled out a questionnaire, inquiring how they perceived their work and personal skills. Data obtained showed that it is recommended for a quartermaster to have several years of experience in the industry he or she works in. Older quartermasters are more often independent professionals. Scoring high on the project subscale is an important indicator of overall quartermaster quality.

Personal interviews were held with six quartermasters to get a more in-depth image of how quartermasters work. Results that were found are that quartermasters mostly get the job from their own professional network. Their network is also important for gathering information. Important competencies for a quartermaster are to have experience in the public sector and having social skills, like being able to connect people and communication skills. Experience is very important for a quartermaster, even more important than education, gender and age. Quartermastering is certainly not a nine to five job. Quartermasters have to be able to create their own schedule and act very independently. A quartermastering assignment has a preparatory phase, where the organization is set up, and an implementation phase, where the quartermaster either takes a consulting role or a manager's role.

No previous research has been done into quartermastering. This study contributes to a better understanding of quartermasters and how they work. Interesting fields for follow-up studies are to inquire what the commissioners' perspective on quartermastering is.

Keywords: Quartermastering, change management, project management, public sector, public administration

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Introduction

This thesis was written as a combined thesis and internship at a Leiden based company called *Kwartiermakersgilde*. This is a young company, founded in 2012 by three men who all had experience in the public sector. The aim of the company is to be a place for sharing knowledge and networking amongst quartermasters, and to contribute to the professionalization of the quartermasters and pose quality improvement of the quartermastering. This study is a first exploration on quartermastering as a profession.

The definition of a quartermaster

A *quartermaster* (Dutch: kwartiermaker; German: Quartiermeister; French: quartier-maître) is a term that originated from military speech. By a quartermaster was meant a person who was responsible for organizing supplies for other troops, or an officer who oversees arrangements for the quartering and movement of troops (Merriam-Webster Dictionary, n.d.). So for instance if a new base camp was to be set in a region, the quartermaster was responsible for setting up the camp and making sure there were enough supplies for the troops that would arrive soon. The modern meaning is quite similar, though it has nothing to do with armed forces. A quartermaster can be defined as a professional manager who is responsible for the preparation and organization of something brand new. A quartermaster works for an organization and brings different parties together and inspires. This is the definition as it will be used in this study. The aim of the quartermaster is to create a sustainable organization (R. Rapmund, personal communication, March 5th 2013).

Increased demand for quartermasters

There seems to be an increasing demand for quartermasters. Many organizations no longer believe in big, planned, and often expensive trajectories where a consultant from outside the organization plans how they should get from A to B. More and more organizational change is guided internally by a quartermaster or a change manager, with external consultants only having an advisory role (Burger, 2007). An example of a quartermaster in practice takes place in Utrecht, where three football teams have merged in a low income neighbourhood. A quartermaster was hired to facilitate creating a good organization

internally, and to link the new team to the neighbourhood externally. Problems that the quartermaster meets are cultural differences within the board of the club, due to the merger, and a deficit of volunteers in the organization (van den Heuvel, 2009). This study will focus on quartermasters in the public sector. The public sector consists of governments, ranging from local to nationwide, and semi-governmental organizations like healthcare and educational organizations (Lane, 1995).

Quartermastering and project management

Literature on quartermastering is very scarce. Disciplines that overlap heavily with quartermastering are project management and change management (G. Rustenburg, personal communication, March 22nd 2013). Project management is defined as “application of knowledge, skills, tools, and techniques to project activities to meet the project requirements” (Project Management Institute, 2008). There are four great similarities that quartermastering and project management share. First of all, projects are distinguished by their unique and temporary nature (van Onna & Koning, 2007). The same applies to quartermastering, which is also a temporary endeavour. The quartermaster only creates the initial network and gathers initial resources, and when the organization is self-governing, the quartermasters’ work is either done, or reduced to a monitoring and consulting role. Second, in both quartermastering and project management there is only one person in charge of running the project. Obviously there are more people involved and there is a team behind it, but the quartermaster/project manager is the person who facilitates the process and is responsible for the end result (Kerzner, 2003). The third similarity is that both quartermastering and project management involve a project customer. This is the person or organization who places an order for the execution of the project. This person or organization is called the client, or project customer (Newton, 2006). So the project is always commissioned by someone. Usually this commissioner gives an assignment that differs from the regular activities of a company (H. Janssen, personal communication, February 1st 2013). Finally, project management can be applied across a variety of industries and situations (Heagney, 2012), which also applies for quartermastering. It is not limited to a time nor place, as long as the quartermaster/project manager is capable of running the project. Knowledge about the industry where the project takes place is not even required, as

someone without foreknowledge and experience in the industry can give refreshingly new views (H. Janssen, personal communication, January 18th, 2013). Since there is a lot of overlap between the fields of quartermastering and project management (as in fact quartermasters are a kind of project managers themselves), literature about project management could be of great value for this study. There are significant differences between quartermastering and project management though, namely that a project manager is more of a leader, where a quartermaster is more of a networker who tries to get all parties to work together. Heagney (2012) says: “The role of the project manager is that of an enabler. Her job is to help the team get the job completed, (-) She would be above everything, a leader.” So the project manager tries to get the team to work for him to reach the goal, while the quartermaster is trying to form a new organization to reach the goal. This difference is illustrated in figure 1.

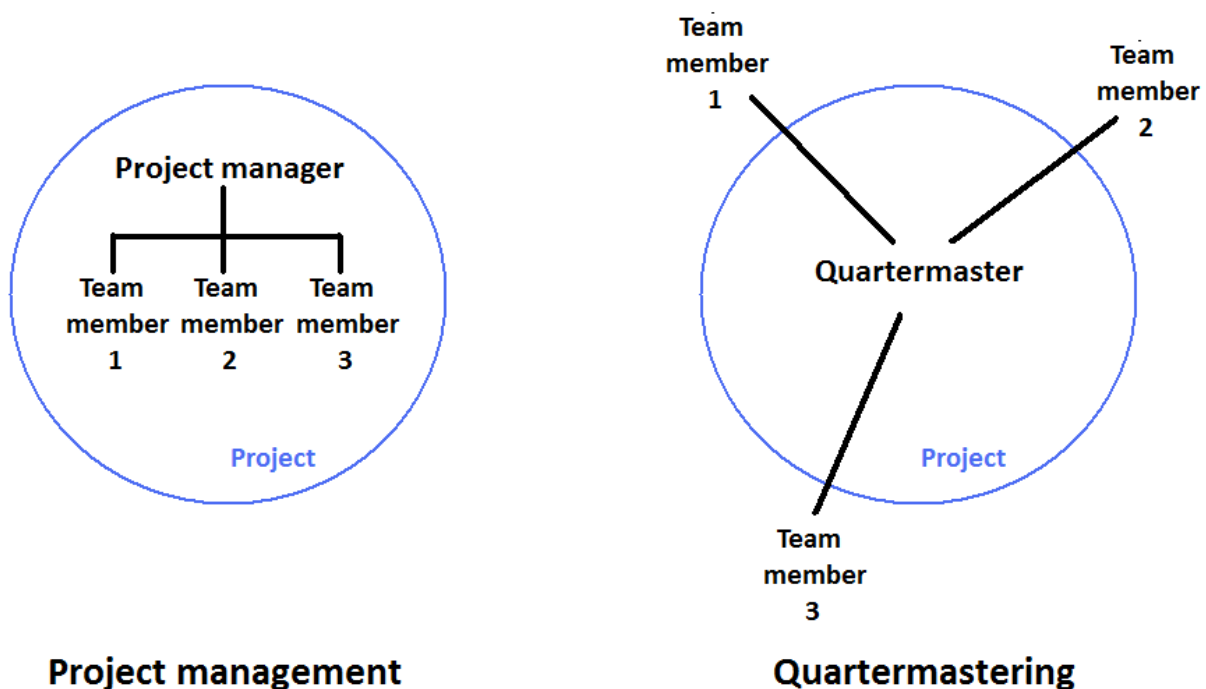


Figure 1. The difference between project management and quartermastering. The project manager runs a project, while a quartermaster aims to get parties involved in the project and set up a new organization.

Another difference between quartermastering and project management is that in project management there already is an organization, a budget, personnel and workspace, while in

quartermastering those are exactly the things that the quartermaster is trying to establish. So in fact the quartermastering phase is what precedes the project management phase (H. Janssen, personal communication, February 1st 2013). This process is illustrated in Figure 2.

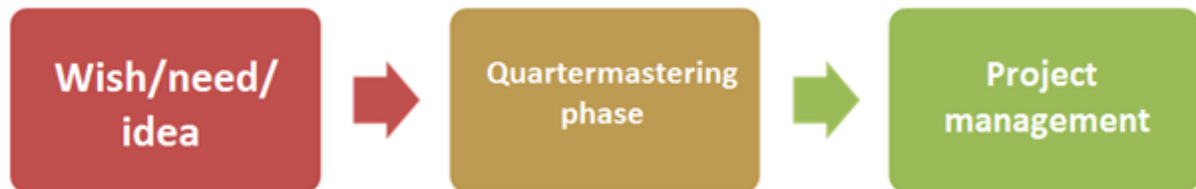


Figure 2. Different phases in establishing a project with quartermastering. Adapted from Janssen, H. (2013, January 16th). Gastcollege Kwartiermakers. Powerpoint lecture presented at the office of Public Impact, The Hague.

During the project, there are several phases a quartermaster should comply with. According to Kerzner (2009), these phases are developing a project plan, executing this plan, and making changes to this plan when needed. A more comprehensive model is provided by Heagney (2012) (Figure 3). This model shows six steps of a successful project. It starts with the problem definition or assignment, which in the case of a quartermaster is handed by the commissioner. This assignment should be: specific (not general), measurable, verifiable, realistic and attainable, established within resource bounds, and consistent with available resources and organizational plans and policies (Kerzner, 2003). Though the assignment should be very clear, it is not required that there is an actual planning or organization. This is for the quartermaster to establish. This is part of the freedom that a quartermaster has in his work (H. Janssen, personal communication, February 1st 2013). When the problem definition is clear, solution options have to be developed. This can be done in dialogue with the commissioner. When solutions are clear, the project must be planned. Things like finance, human resources, organizational structure and juridical aspects must be taken into account here (H. Janssen, personal communication, January 18th, 2013). When the plan is clear and consensus is reached by all parties involved, the plan will be executed. During the execution of the plan the progress will be monitored. When contingent problems occur, the quartermaster may have to alter the initial plan. When the project has ended, the project and team members should be evaluated.

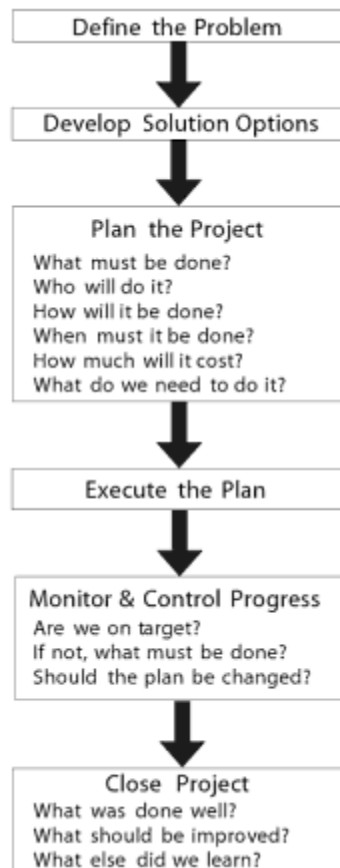


Figure 3. The six steps in managing a project, as presented by Joseph Heagney (2012). Reprinted from “Fundamentals of Project Management” by J. Heagney (Heagney, 2012, p. 15).

Quartermastering and change management

Another discipline quartermastering has a lot in common with is change management. Change management is a form of management that copes with changing the structure of an organization, or changing the way in which an organization works. Quartermasters are often described as change managers, which is likely to be due to the fact that they both try to establish organizational change. Change is an ever-present element that affects all organizations. There is a clear consensus that the pace of change has never been greater than in the current continuously evolving business environment (Todnem By, 2005). Therefore, the successful management of change is a highly required skill which is also evidently required in quartermasters.

Just like on project management, a lot of research has been done on change management. According to Waddell and Sohal (1998), in every organization where organizational change

will take place there will be resistance. They claim that this does not have to be a burden, but it can be used for good. They argue that the difficulty of organizational change is often worsened by the mismanagement of resistance derived from a simple set of assumptions that misunderstand resistance's essential nature. It is suggested that management may greatly benefit from techniques that carefully manage resistance to change by looking for ways of utilising it rather than overcoming it. Dunphy and Stace (1993) claim that the traditional organizational development model prescribes stepwise change combined with a participative management style, but most organizations in their study made rapid transformative change using a directive leadership style, which brought good (financial) results. Kavanagh and Ashkanasy (2006) examined mergers between three large public-sector organizations. They found that in order for the merger to be widely accepted and successful, the pace of the organizational change should not be too high, and good communication and a transparent change process are essential.

Networking: an essential part of quartermastering

Networking is also an important part of a quartermaster's job. Kaats & Opheij (2012) describe a situation where there was a great demand for healthcare in a Dutch region. What happened then is that several organizations got together to discuss it. A hospital, nursing organization, home nursing organization, mental healthcare organization, a representative of seventy general practitioners, a health care provider and a patients representative were put together at a table. The efforts led to a groundbreaking program with the name "The Healthy Region". A cooperation like this would be a typical example of a quartermasters' assignment. A cooperation like this has to benefit all organizations involved. These benefits may differ for every involved organization. What is important though, is that all involved organizations share an ambition (Kaats & Opheij, 2012). Another case described in the same book is about the Tweede Maasvlakte. This is an expansion of the Port of Rotterdam. This new part of the industrial area was supposed to be built, but there were too many different stakeholders with conflicting interests, ranging from the municipality and environmental organizations to kite surfers using the area. A quartermaster introduced strategic environmental management to this problem, based on mutual gains. Transparency and sincere mutual interest resulted in a growing trust between the organizations involved.

Carefulness, reliability, mutual respect and constructive negotiations are also important principles in this approach. By putting the vision and interests of different stakeholders into the plans, a broad support base was created and all stakeholders did their best to come up with innovative solutions for problems.

Phases of a quartermastering project

Having seen several phases of project management and change management, there is also a more specific figure to show the phases of a quartermastering assignment. Figure 4 shows the two phases that a quartermaster must go through during the project. Essentially it starts with the preparatory phase. This is what the quartermaster spends most time on. As the project runs, the emphasis gradually shifts to the implementation phase. At the end of the quartermastering project, when the organization has taken shape, the quartermaster is solely involved in implementing and consulting (or has been given a different role as manager of the organization).

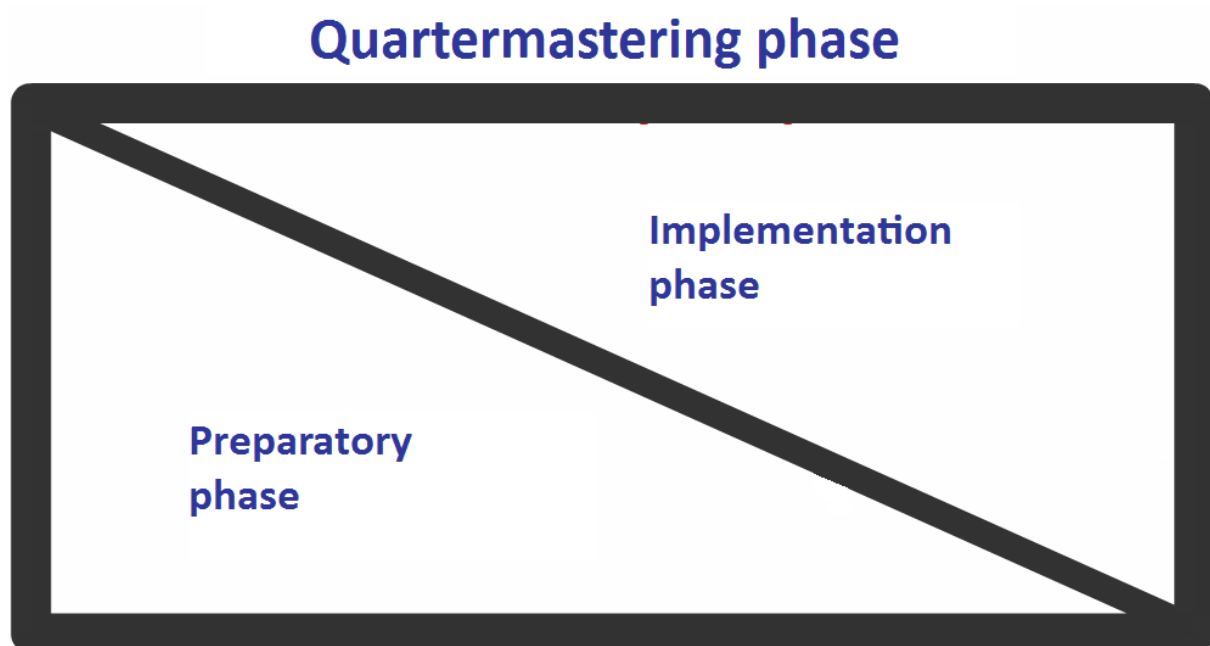


Figure 4. Different phases in a quartermastering project. Retrieved from Huub Janssen's Prezi presentation on <http://prezi.com/zlyje20tekam/wat-is-kwartiermaken/>.

Dangers that threaten a project

Unfortunately, having a clear assignment and thorough theoretical knowledge does not mean the project will be executed without problems. There are many dangers that can threaten the proper execution of a project. According to Kerzner (2003), some main reasons why projects fail are the assignment not being clear to all parties, having too little time to finish the project, and poor financial estimates. In his literature on project management, Kerzner (2003) has set up requirements under which circumstances the assignment is clear. Requirements that the assignment must meet include: being specific, not being overly complex, being measurable and verifiable, being challenging, being realistic and attainable, being within resource bounds, being consistent with available or anticipated resources, and being consistent with organizational plans, policies, and procedures. Time pressure can also threaten the execution of the project. When the project is under time pressure, a lot of things can act as time robbers. Things like having to wait for other people, emails and phone calls, too much travelling, conflicts between companies, administration and bureaucratic governmental rules are only a few of many things that can take away time (Cleland & Kerzner, 1986). Therefore it is important to use time management, and set calendars and to-do lists. A danger that applies to quartermasters in particular is that quartermasters don't have the formal power to keep other parties to deadlines (H. Janssen, personal communication, February 1st 2013). Beyond not having a clear assignment and time pressure, it is also possible that projects fail due to poor financial estimates. This can happen due to poor financial knowledge by the quartermaster, resulting in unrealistic budgets. A poor comparison of actual and planned costs may also result in financial mismanagement (Kerzner, 2003).

Another great danger for the proper execution of a project is conflicts. The quartermaster/project manager often has a lot of different parties to work with, with often conflicting goals and interests. To avoid conflicts, it is (again) important that the objective of the project is clear to every single person involved. The most common types of conflicts involve: manpower resources, equipment and facilities, costs, and trade-offs. Conflicts are inevitable, but good procedures and techniques can help resolve them (Kerzner, 2003). It is

good for a quartermaster to possess some mediation skills in order to bring different parties closer together (H. Janssen, personal communication, February 1st 2013).

Problems can not only occur on an organizational level, but also on a personal level. According to Kerzner (2003), project management positions may require a sixty-hour workweek and extensive time away from home. This may even lead to a lack of friends, a poor home life, and possibly divorce. These long workweeks are a main predictor of perceiving stress (Akerstedt, 2006) and even of getting coronary diseases (Buell & Breslow, 1960). It is possible that this also applies to quartermasters.

Influence tactics

According to Huub Janssen, founder of the Kwartiermakersgilde, quartermasters should be familiar with leading a project, setting up an organization, managing financial affairs and dealing with juridical affairs and regulations (personal communication, January 18th 2013). When setting up the organization the quartermaster needs to get people and parties to participate in the project. This requires influence tactics to actually motivate the people to participate. One of the most important determinants of managerial effectiveness is success in influencing people (Bass, 1990; Yukl, 1989). Gary Yukl and Bruce Tracey (1992) have developed a questionnaire to measure the usage of different influence tactics used by superordinates, peers, and subordinates. The influence tactics they measured are rational persuasion (use of logical arguments and factual information to convince a target it is feasible, Eagly & Chaiken, 1984), inspirational appeals (using the target's values, inspirations or emotions to convince the target, Yukl, 1990), consultation of a target (when people gain a sense of ownership of a project they will be more committed, Yukl, 1989), ingratiation (increasing the target's positive regard of the quartermaster to get them committed, Liden & Mitchell, 1988; Tedeschi & Melburg, 1984), exchange tactics (offers to provide a favour or benefit in return for cooperation, Yukl, 1990), personal appeals (which are based on referent power already possessed by the quartermaster, Yukl, 1990), coalition tactics (agent enlists the aid of other people to influence the target to participate, Stevenson, Pearce & Porter, 1985), legitimating tactics (involves efforts to verify the legitimacy of a request, Yukl, 1990) and pressure (putting target under pressure to gain cooperation, Yukl, 1990). Yukl and

Tracey (1992) found socially desirable approaches, such as rational persuasion, to be associated with positive outcomes, and less socially desirable tactics, such as using demands or threats to pressure compliance, to be associated with poorer outcomes. This research will explore which of the nine influence tactics are most used by quartermasters.

Research questions

The Kwartiermakersgilde has asked me to do a quantitative and qualitative research into the needs of quartermasters, and to link these findings to existing scientific theories or to develop new theories, with an aim to meet the needs of quartermasters and to increase existing knowledge about quartermastering. Since there is only very few literature available on quartermastering, I have tried to use literature about project management and change management, which overlap heavily with quartermastering. Since there is so little empirical data on quartermastering available, goal of this study is also to gain new insights about quartermastering and contribute to the development of empirical data. Based on previous literature and the requirements of the Kwartiermakersgilde, there will be four research questions in this study. The first research question in this study is: in which areas do quartermasters encounter difficulties during their projects? This question will be answered using exploratory research with a questionnaire. The second research question is also exploratory, namely: what correlations can be found between different test scores and demographics? It is possible for instance that quartermasters who have more knowledge perceive less stress during their work. The third research question is: what influence tactics do quartermasters use mostly? After the first three research questions are answered, there will be a need for recommendations. These recommendations are summarized in the fourth research question: how do quartermasters work, and what are underlying mechanisms that influence their opinions and behaviour? This last question will be answered based on personal interviews with quartermasters.

Methods

Questionnaire

For this study a between subjects design was used. It has a quantitative part, consisting of a questionnaire, and a qualitative part, consisting of interviews with six quartermasters. In order to obtain the required data, a quartermaster questionnaire was developed in cooperation with Huub Janssen of the Kwartiermakersgilde. This questionnaire contains 35 statements about working on a project as a quartermaster, about seven distinctive subjects. Huub Janssen believes these are the most important subjects about quartermastering. These subjects are (exemplar statements from the questionnaire are shown in italics):

- Having control over the project (project)
I feel like I am in control of my project
- Having control over the process (process)
I structurally follow the phases of the quartermastering process
- Being able to control the process financially (finance)
I have sufficient financial knowledge to lead the project
- Being able to establish a good organizational structure (organization)
I feel like I can establish a good organization
- Feeling connected to the industry where the project is taking place (industry)
I feel connected to the industry where I run the project
- Having sufficient knowledge on policies and regulations (juridical)
I am sufficiently aware of the legislation in the industry
- Experiencing stress during the project (stress)
I consider quartermastering to be stressful

The questionnaire is in Dutch, since all respondents are Dutch themselves. All statements will be answered on a seven-point Likert scale, where 1 stands for fully disagree, 4 stands for neutral and 7 stands for fully agree. Besides these statements, nine influence tactics will be presented to the quartermasters, who are then required to check boxes next to the influence tactics they use. It is possible here to give multiple answers. Also several demographic questions were included. These include sex, age, educational level, work

industry, number of years worked in industry, governmental/commercial sector, and finally the current employment status. Eventually there are three open ended questions at the end, where quartermasters can give their opinion. These will be used as a guideline for what questions to ask in the personal interviews of the qualitative part. This gives the questionnaire a total of forty seven questions. The questionnaire in its current form can be found in Appendix A.

The questionnaire was distributed using Qualtrics. This is a web based survey system which makes it easy to spread a survey amongst a lot of respondents by sending them an URL. The respondents were gathered by scanning Dutch news reports for quartermasters. When a new quartermaster was employed, this quartermaster was called and asked whether he or she would like to participate in the study. The contact directory from the government was also searched for quartermasters. Next to these ways of finding participants, the network of quartermasters in the Kwartiermakersgilde LinkedIn group were also asked to participate in the study. The procedure was that participants were first contacted, and given information about the study. When participants agreed to partake in the study, a link was sent to them via email. This link led them to the survey on the Qualtrics website. Before starting the questionnaire, respondents were notified that their data would be treated confidentially and anonymously. Filling out the questionnaire took approximately fifteen minutes. After finishing the questionnaire respondents were thanked for their cooperation and asked whether they wanted to be informed about the results of the study. The questionnaire was distributed in March 2013.

Respondents

The questionnaire was submitted by 105 respondents, of which 10 quit the questionnaire at the demographics. Out of the 95 quartermasters who were left, there were 61 (64%) male and 34 (36%) female respondents. The youngest respondent was 27 years old, while the oldest was 69 years of age. The mean age of the respondents is 50.1 years ($SD = 9.87$). Out of the respondents, 71% has acquired a university level degree. 27% has earned a HBO¹ or

¹ HBO is a Dutch form of higher education, equivalent to a university of applied sciences, and of lower level than a university of science, but higher level than MBO

equivalent. Only 2% earned a MBO² or equivalent degree. Most quartermasters (35.8%) were employed in governmental organizations. The number of quartermasters for each industry can be seen in Table 1. The category “other” ranged from quartermasters working in safety and youth work to science and engineering.

Table 1. *Frequencies of quartermasters employed per industry*

Industry	Frequency	Percentage
Government	34	35.8%
Other	19	20.0%
Healthcare	7	7.4%
Housing and construction	7	7.4%
Education	6	6.3%
Politics	6	6.3%
Culture	4	4.2%
Well-being	4	4.2%
Environment	2	2.1%
Energy	2	2.1%
IT	2	2.1%
Financial	1	1.1%
Transport	1	1.1%
Total	95	100%

On average, the quartermasters have been working in their respective industries for 15.39 years ($SD = 11.03$). The quartermaster working in the industry the shortest has only been working there for half a year for a project, while the quartermaster who has been active in his industry the longest has been working in housing and construction for forty years. In total, the respondents have 1431 years of experience in their respective industries. 94.7% of the respondents claim most of their commissioners are from the public sector, while only 5.3% of the respondents say most of their commissioners are from the commercial sector. Concerning the current employment situation, most quartermasters are employed at an organization (62.1%). 25.3% is an independent professional. 6.3% is retired, and 5.3% is

² MBO is a Dutch form of education, it is a level lower than HBO, equivalent to a vocational education

entrepreneur. 1.1% of the quartermasters is currently unemployed. These percentages are shown in Figure 5.

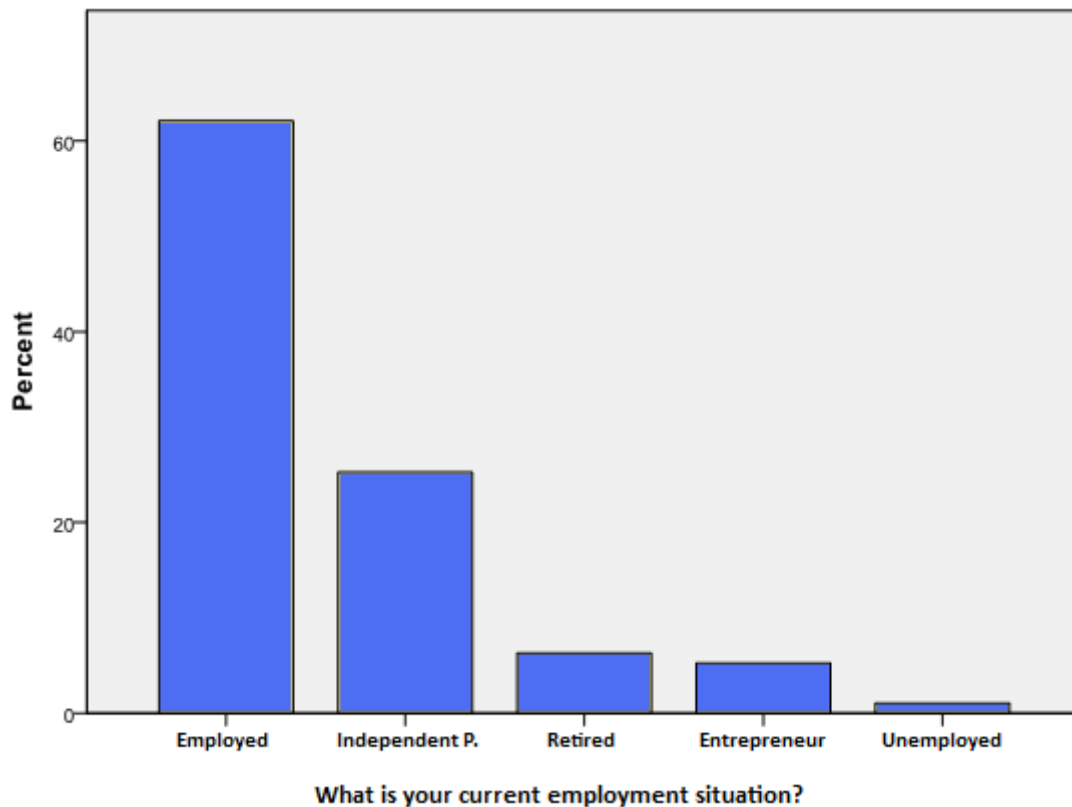


Figure 5. Current employment situation of quartermasters in percentage

After the questionnaire, some quartermasters were contacted if they would like to participate in a personal interview (qualitative part). Following on the results of the questionnaire, six quartermasters were asked to have a personal interview with the researcher. Based on the results of the questionnaire, follow up questions will be asked to the six quartermasters. With these personal interviews it should be possible to get a better view of what troubles quartermasters in their daily routine.

Statistical analysis

The questionnaire data was processed using SPSS. First, subscales were created for all important subjects as described by Huub Janssen. These subscales were checked for internal validity using Cronbach's Alpha. The subscales that were created are the project subscale ($\alpha = .74$), the process subscale ($\alpha = .44$), the financial subscale ($\alpha = .59$), the organization

subscale ($\alpha = .37$), the industry subscale ($\alpha = .88$), and the juridical subscale ($\alpha = .68$). These subscales represent how well a quartermaster does in these disciplines. Also, a perceived stress subscale ($\alpha = .76$), and a stress resistance subscale ($\alpha = .82$) were created. These two stress subscales both consist of two questions. Lastly the advise subscale was created, consisting of six questions and representing how eager quartermasters are to get advise ($\alpha = .77$). Some subscales have high Cronbach's Alpha levels, what means they are internally consistent and measure what they should measure. Generally, a score of $\alpha \geq .70$ is accepted as high enough to do statistical measures with. Some of the subscales don't make this benchmark. This would mean that statistical conclusions found with these subscales are not entirely reliable. On the other hand, there are studies that argue that Cronbach's Alpha is not entirely reliable, and statistical conclusions can still be made, though with caution and knowledge of the fact that they might be less reliable (Sijtsma, 2009). In this study, conclusions will be made using the weaker scales, though their relevance will be discussed in the discussion section. Statistical conclusions can also still be made with the individual questions. After creating the subscales, a Pearson's Correlation was executed on the subscales and demographics to get a general view of what scales and variables were correlated.

Questionnaire results

First research question

The first research question in this study is: in which areas do quartermasters encounter difficulties during their projects? This question will be answered by comparing mean scores on different subscales. The quartermasters scored highest on the project subscale ($M = 5.73$, $SD = .84$), so this is the area they are most competent in. They scored lowest on the juridical subscale ($M = 4.79$, $SD = 1.04$), meaning this is where they experience most difficulties on average. Even though they score lowest on the juridical subscale, the mean score is still over the neutral score of 4, which means that they still score as competent on average. T-tests have been done to check whether the subscales differed from each other significantly. A dependent t-test was performed to check whether the means of the project subscale and the financial subscale differed significantly. This proved to be the case, $t(87) = -5.491$, $p <$

0.001. Also, the mean score on the juridical subscale was significantly lower than the organization subscale mean, implying quartermasters experienced most difficulties in the juridical aspect ($t(86) = -2.329$, $p = 0.022$). Not all subscales have been compared to each other to see if there is a significant difference between them. Only the subscales with the highest and lowest mean have been compared to the subscale closest to them, to check whether they were significantly the subscales with the highest and lowest mean. The mean scores of the subscales are displayed in Table 2. Only the subscales that represent skills of a quartermaster are shown here. All subscales that have been used in this study are presented in Appendix B.

Table 2. Mean scores, SD's and Cronbach's Alphas of subscales on seven-point Likert scale

	Mean	Std. Deviation	Cronbach's Alpha
Project subscale	5.73	.84	.74
Financial subscale	5.19	.87	.59
Process subscale	5.13	.83	.44
Organization subscale	5.08	.71	.37
Juridical subscale	4.79	1.04	.68

In the questionnaire there were also several questions about how much the quartermasters required feedback. It turned out quartermasters required most feedback on their projects in general ($M = 5.34$, $SD = 1.18$), the final organization structure ($M = 4.83$, $SD = 1.35$), and the process of quartermastering ($M = 4.72$, $SD = 1.46$). There was not much requirement for juridical help ($M = 3.79$, $SD = 1.29$) so this is not something the Kwartiermakersgilde should focus on. The feedback questions have not been compared to each other. Mean scores are only presented to give a general image of answers to these questions. The mean scores on the feedback questions are displayed in Table 3.

Table 3. *Mean scores on feedback questions*

	Mean	Std. Deviation
I require feedback about my projects	5.34	1.18
I require feedback on the final organization structure as I created it	4.83	1.35
I would like to talk to other quartermaster about the process of quartermastering	4.72	1.46
I require substantive feedback from experts in the industry	4.54	1.42
I require feedback on the finance part from outside the project	4.27	1.45
I require more juridical help	3.79	1.29

Second research question

The second research question focuses on increasing knowledge about quartermasters: what correlations can be found between different test scores and demographics? A Pearson's Correlation was executed to generally see which variables were connected. Also for each demographic variable, some possible connections with other variables were thought of using logical reasoning.

Educational level differences

T-tests were performed to check for differences between quartermasters having earned a university degree and quartermasters having earned a HBO or equivalent degree. It was found that quartermasters who earned a university degree ($M = 4.95$, $SD = 1.04$) reported significantly higher levels of juridical skills than HBO or equivalent quartermasters did ($M = 4.42$, $SD = 1.00$), $t(83) = -2.157$, $p < .05$. Quartermasters with a university degree ($M = 5.21$, $SD = 1.15$) were significantly better at creating a good cost and profit-analysis than HBO or equivalent degrees ($M = 4.63$, $SD = 1.17$), $t(84) = -2.107$, $p = .038$. It also turned out that quartermasters who have a HBO or equivalent degree ($M = 4.92$, $SD = 1.02$) have a bigger need for financial feedback than quartermasters who have a university degree ($M = 4.00$, $SD = 1.54$), $t(62.984) = 3.216$, $p = .002$. HBO or equivalent ($M = 4.38$, $SD = 1.14$) and university ($M = 4.89$, $SD = 1.16$) did not differ significantly on dealing with unexpected high costs, $t(84)$

= -1.846, $p = .068$. Neither did they differ on general financial skills, HBO or equivalent ($M = 5.00$, $SD = .76$), university ($M = 5.30$, $SD = .90$), $t(84) = -1.431$, $p = .156$, or on knowledge and experience to deal with a project, HBO or equivalent ($M = 5.63$, $SD = 1.21$), university ($M = 6.03$, $SD = .69$), $t(28.793) = -1.554$, $p = .131$. Results do imply that it is much valued for a quartermaster to have an academic degree.

Gender differences

Tests were conducted to see whether there is a difference between male and female quartermasters. It turned out that male quartermasters ($M = 52.46$, $SD = 9.89$) are in general older than female quartermasters ($M = 46.13$, $SD = 8.59$), $t(84) = 3.012$, $p < .01$. Also, male quartermasters ($M = 5.33$, $SD = .82$) have more skills in managing the financial aspects than female quartermasters do ($M = 4.95$, $SD = .91$), $t(86) = 2.033$, $p = .045$. Males ($M = 4.78$, $SD = 1.33$) required more substantive feedback from the industry than females ($M = 4.13$, $SD = 1.50$) did, $t(85) = 2.121$, $p = .037$. Male ($M = 5.41$, $SD = 1.01$) and female ($M = 5.42$, $SD = .81$) quartermasters did not differ significantly on levels of stress resistance, $t(85) = -.061$, $p = .951$. A Chi-square test was performed to check whether there was a gender difference on employment situation. There was no significant difference found between men and women in employment situation, $\chi^2(4, N = 95) = 5.62$, $p = .229$.

Age differences

The age of the quartermaster and the number of years he or she has been working in an industry were significantly correlated, $r = .41$, $p < .001$. A Pearson's Correlation showed that the age of a quartermaster is positively correlated with process skills, $r = .24$, $p = .030$. This means that older quartermasters are more capable of dealing with the process of quartermastering. It was thought that there might be a difference in employment status between different age groups. Age was plotted against employment status, what can be seen in Figure 6.

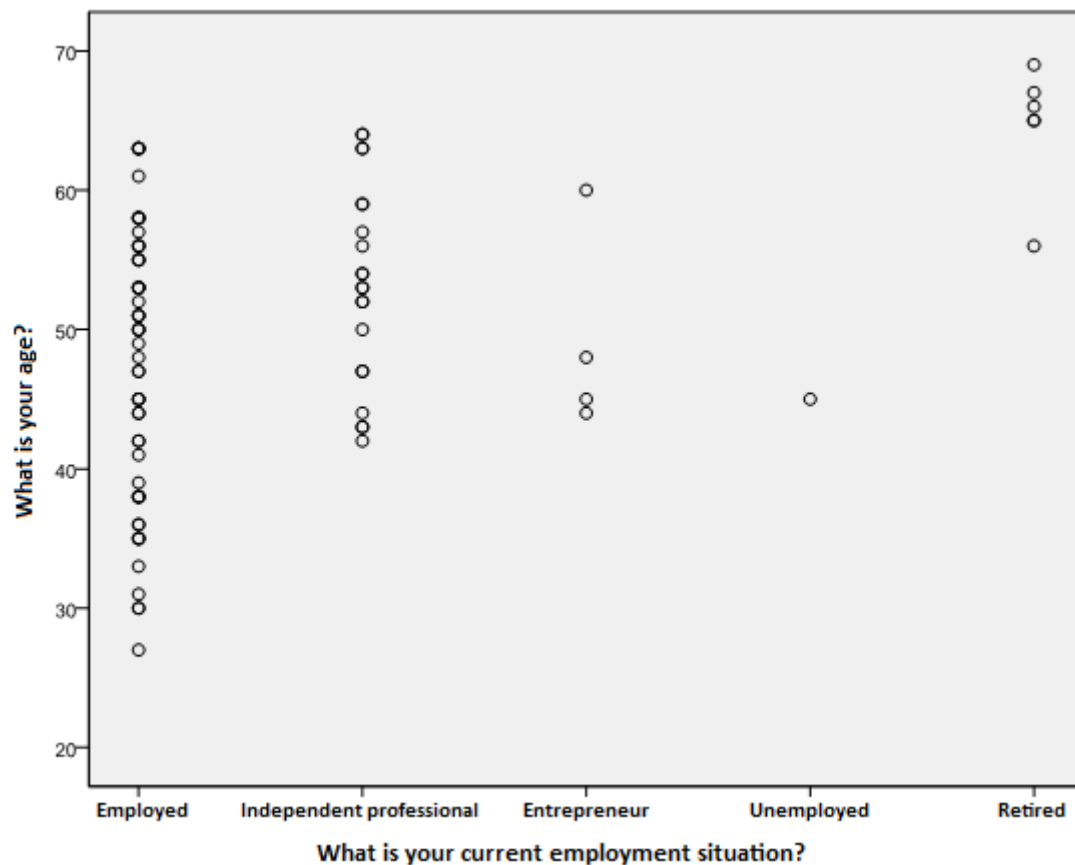


Figure 6. Age plotted against employment status

It can be seen in the box plot that there is a difference in age between different ways of employment. All quartermasters under forty are employed at an organization. Furthermore it is obvious that all retired quartermasters are averagely older. A t-test was performed to see whether there is a significant age difference between quartermasters employed at an organization and independent professionals. Employed quartermasters ($M = 47.41$, $SD = 9.80$) were on average younger than independent professionals ($M = 53.29$, $SD = 7.16$), $t(49.795) = -2.863$, $p = .006$. This result, combined with the fact that all quartermasters under forty are employed at an organization, suggests that young quartermasters start their career at a company, and some older quartermasters decide to work for themselves and become an independent professional.

Employment situation differences

Continuing on employment situation, a Chi-square found that In the commercial sector, there are significantly more entrepreneurs than in the public sector, $\chi^2(4, N = 95) = 15.26$, $p <$

.01. 75% of the entrepreneurs in this study were in the commercial sector, while only 5,3% of the quartermasters work mostly for commercial organizations. The statistical relevance of this finding is be discussed, since there is only a small amount of quartermasters who are entrepreneurs ($N = 5$). There was also a t-test conducted, to check whether there was a difference between the public and commercial sector in their mean score on the project subscale. Public ($M = 5.78$, $SD = .76$) and commercial ($M = 4.90$, $SD = 1.60$) did not differ significantly on levels of project skills, $t(4.107) = 1.23$, $p = .285$.

Experience differences

The number of years a quartermaster has been working in an industry seemed to be an important determinant for many other variables. Pearson's Correlations were conducted on many different variables. The number of years a quartermaster has been working in the industry is significantly correlated with the quartermaster's juridical skills, $r = .25$, $p = .022$. The years in the industry were also positively correlated with how connected the quartermaster felt with the industry, $r = .23$, $p < .05$. Years in the industry and the ability to cope with unforeseen circumstances was strongly correlated, $r = .38$, $p = .001$. There was also a significant positive correlation between the number of years the quartermasters have been working in an industry and how stress resistant they are, $r = .25$, $p = .022$. There was no significant correlation between the number of years they have been active in their industry and how much they felt like a quartermaster, $r = .09$, $p = .438$. Results indicate that the number of years a quartermaster has worked in the industry is an important determinant for several important variables like juridical skills and stress resistance.

Perceived stress and stress resistance differences

A t-test was conducted to test if there was a difference between educational levels and perceived stress. HBO or equivalent degrees ($M = 3.25$, $SD = 1.33$) and university degrees ($M = 3.84$, $SD = 1.31$) did not differ significantly on perceived stress, $t(83) = -1.874$, $p = .064$. As mentioned before, the number of years a quartermaster has worked in the industry is a good predictor for stress resistance. There is no gender difference in stress resistance.

Subscale correlations

A Pearson's Correlation was conducted on the subscales. This showed that many of the scores on the subscales are significantly correlated. Especially the project subscale correlates high with most other subscales. It can be concluded from this that the project subscale is therefore the best predictor of the general quality of a quartermaster. When a quartermaster scores high on the project subscale, this person is likely to score high on the other subscales as well. However, some other subscales are significantly correlated amongst each other as well. The correlations can be seen in Table 4.

Table 4. *Correlation matrix of subscales*

	Project	Process	Financial	Organization	Industry	Juridical
Project Subscale	1					
Process Subscale	.306 **	1				
Financial Subscale	.342 **	.184	1			
Organization Subscale	.342 **	.244 *	.110	1		
Industry Subscale	.582 **	.166	.256 *	.199	1	
Juridical Subscale	.116	.291 **	.220 *	.122	.128	1

** $p < 0.01$ level

* $p < 0.05$ level

What also raises attention is the vigorously high correlation between the project subscale and the industry subscale, $r = .58$, $p = .000$. This means that there is much overlap between the industry subscale and the project subscale, implying that for a quartermaster to have good control over a project, it is essential that the quartermaster feels at home in the industry he or she is working in.

Third research question

The third research question is: what influence tactics do quartermasters use mostly? Quartermasters could check boxes of influence tactics they used on the questionnaire. Almost all quartermasters (96.6%) used inspirational appeals to influence others. Consultation tactics (94.3%) and rational persuasion (92.0%) are also often used. Only few quartermasters (12.2%) put pressure on other people in organizations to influence them. Table 5 shows the percentages of quartermasters who use a certain influence tactic.

Table 5. *Percentage of quartermasters using different influence tactics*

Influence tactic	Percentage
Inspirational appeals	96.6%
Consultation tactics	94.3%
Rational persuasion	92.0%
Coalition tactics	65.5%
Personal appeals	42.5%
Exchange tactics	42.5%
Legitimizing tactics	41.4%
Ingratiation tactics	32.2%
Pressure tactics	12.6%

The Chi-square statistic was used to check if there are gender differences for use of influence tactics. Women use personal appeals (just asking for a favour) more often than men do $\chi^2(1, N = 87) = 7.02, p = .008$. Men use coalition tactics (getting the help of a third person) more often than women do, $\chi^2(1, N = 87) = 4.36, p = .037$. On the other seven influence tactics there was no significant difference, nor were there significant differences between public and commercial sector quartermasters. Bar charts of the gender effect in the significant influence tactics can be seen in Figure 7. These results will be discussed further in the discussion section.

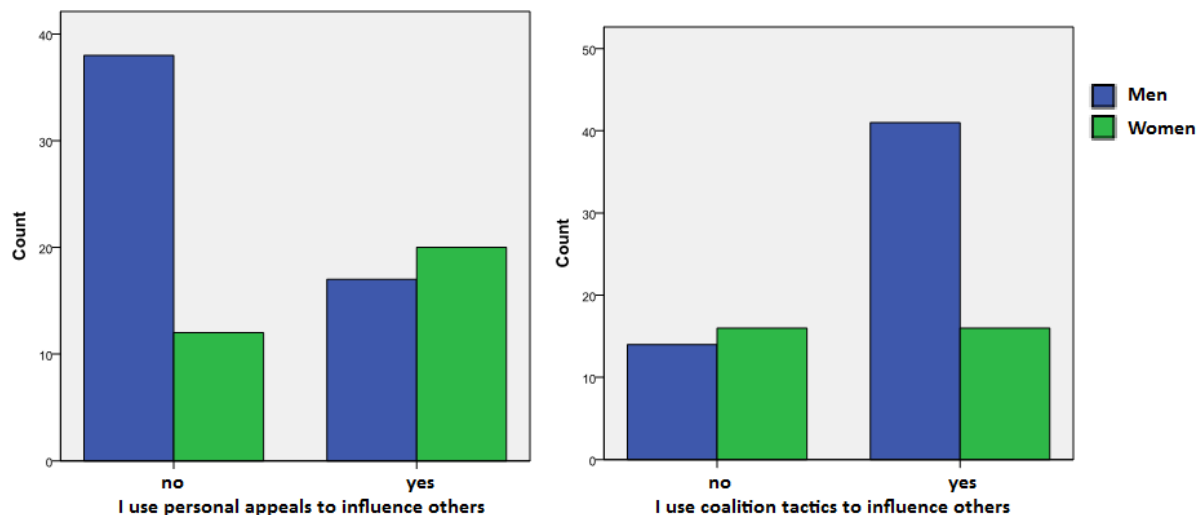


Figure 7. Bar charts of gender effects in influence tactics usage

Questionnaire discussion

Results and possible explanations

The first research question in this study was: in which areas do quartermasters encounter difficulties during their projects? It turned out that this was the juridical part. Quartermasters scored themselves lowest on this subscale. They scored highest on the project part and the financial part (and on the industry subscale, but this measures how much they feel at home in their industry, rather than skills in a certain aspect). Knowing that quartermasters do not see themselves as highly skilled on the juridical part, one would expect there would be a requirement for juridical help. This was not the case. It turned out quartermasters required most feedback on their projects in general, the final organization structure, and the process of quartermastering. Only few quartermasters said to require juridical help. A possible explanation for this is that quartermasters do not encounter a lot of juridical problems during their work.

The second research question was: what correlations can be found between different test scores and demographics? The age of the quartermaster and the number of years he or she has been working in an industry were significantly correlated. This might seem obvious, but it is possible that this means that older quartermasters are less likely to switch industries and stay in their position for a longer time. This is an effect that can be seen all throughout the

professional world and thus it is possible that this also applies for quartermasters. There was also a significant positive correlation between the number of years the quartermasters have been working in an industry and how stress resistant they are. Whether they become more stress resistant because they are in the industry longer, or they are in the industry longer because they are more stress resistant remains to be argued. Subscale correlations showed that quartermasters who feel at home in their industry, scored themselves higher on how well they could manage the project. This implies that feeling at home in the industry is an important predictor for quartermaster success. Summarizing, the answer to this question is that it is recommended for a quartermaster to have an academic degree and several years of experience in the industry he or she works in. Older quartermasters are more often independent professionals and quartermasters in the commercial sector are more often entrepreneurs. However, for the latter the statistical relevance of this finding remains to be discussed, since there is only a small amount of quartermasters who are entrepreneurs. More research has to be done to check whether there actually are more entrepreneurs in the commercial sector. Also, scoring high on the project subscale is an important indicator of overall quartermaster quality. Feeling at home in the industry is an important indicator for managing the project well.

The third research question was: what influence tactics do quartermasters use mostly? Almost all quartermasters (96.6%) used inspirational appeals to influence others. Consultation tactics (94.3%) and rational persuasion (92.0%) are also often used. Only few quartermasters (12.2%) put pressure on other people in organizations to influence them. Falbe and Yukl (1992) claim that the most effective tactics to influence others are inspirational appeals and consultation. This is very positive, as these are the influence tactics most used by quartermasters. Falbe and Yukl say least effective are pressure, legitimating and coalition tactics. Only few quartermasters use pressuring tactics so that is a good thing as well. The results showed though, that there are a lot of male quartermasters using coalition tactics, while previous research by Falbe and Yukl shows that this influence tactic is not all that effective. It might be a good idea to reject the usage of these coalition tactics and educate quartermasters in the usage of inspirational appeals and consultation tactics.

Limitations

Just like any other study, this study has its limitations. First of all, there were some subscales (process, financial and organization) that have unacceptable to poor Cronbach's Alpha values. Therefore, conclusions derived from these subscales are less reliable. Further research has to be done, with better subscales, to make thorough statements about quartermasters' behaviour and skills in the disciplines these subscales represent. Though on the other hand there are studies like Sijtsma (2009) that claim that Cronbach's Alpha is not as important and reliable as often considered. But still, if more reliable research is to be done, it is essential that this happens with subscales with $\alpha \geq .70$. Secondly, this study has made a lot of use of Pearson's Correlation between variables. This is a good way to check whether variables are connected in an exploratory study like this one, but it does come with a pitfall. As Pearson's Correlation is used more, it increases the chance of Type I errors being made. It is possible that significant correlations are shown in the results while in the population, no correlation exists between the variables. A possible solution for this is to set a sharper confidence interval. This has to be considered when more research is to be done with these data. Lastly, several differences were found between quartermasters working in the public and commercial sector. For instance, commercial quartermasters proved to be entrepreneurs more often. In this study there were only five quartermasters from the commercial sector. If future research is to be done, there should be more quartermasters operating in the commercial sector.

Follow-up research

For future research, it might be interesting to have a bigger pool of commercial quartermasters, so that more thorough statements can be made about the difference between quartermasters operating in the public and commercial sector. This study also provided data telling that quartermasters in the energy sector did not at all feel affiliated to their industry. It would be interesting to see if this result would last with a higher number of respondents from this industry. It would also be interesting to use a more extended influence tactics questionnaire, so more comprehensive conclusions can be found on how and why quartermasters use certain influence tactics.

Now the quantitative analyses are completed, we should have a better understanding of problems and difficulties that quartermasters meet during their daily work. Based on the results of the questionnaire, personal interviews with quartermasters were held.

Personal interviews

Now that the first three research questions are answered, there will be a need for recommendations. These recommendations are summarized in the fourth research question: how do quartermasters work, and what are underlying mechanisms that influence their opinions and behaviour? This last question will be answered based on personal interviews with quartermasters.

Usage of interviews

Interviews are a form of qualitative research. Qualitative research is a broad field of inquiry that uses data collection methods, such as observations or documents to find themes and meanings to inform our understanding of the world. Qualitative research tends to try to uncover the reasons for behaviours, attitudes and motivations, instead of just the details of what, where and when (Strauss & Corbin, 1990).

The grounded theory method was used. This is a research method which operates almost in a reverse fashion from traditional social science research. Rather than beginning with a hypothesis, the first step is data collection. From the data collected, the key points are marked with a series of codes, which are extracted from the text. The codes are grouped into similar concepts in order to make them more workable. From these concepts, categories are formed, which are the basis for the creation of a theory, or a reverse engineered hypothesis (Allan, 2003). In this study, the answers in the interviews are openly coded. Open coding helps to identify themes, ideas and patterns in the data (Boeije, 2005).

All interviews were held in an office or in a public location like a coffee bar. The interviews were recorded using a voice recorder, to be noted later. The quartermasters have been

asked whether they approved of the interview being recorded. They all approved. The interviews took place in May and June of 2013.

The interviews will also be used to get a better general view of how quartermasters work. The demographics of the interviewees are presented in Appendix C. The guiding questions used in the interviews are presented in Appendix D. The interviews are found in Appendix E. Answers given by quartermaster are presented in italics. Questions five to nine are based on results obtained from the questionnaire in this study. Note that interviews were held in Dutch and translated for this document. Questions that are numbered are standard questions that were asked to every quartermaster. Unnumbered questions are specific questions that popped up in the interview. The openly coded data is presented on the far right, next to the corresponding answer. Axial coding will not be used since the main goal is to identify themes, ideas and patterns.

Interviews results

Fourth research question

After the first three research questions were answered, there was a need for recommendations. These recommendations are summarized in the fourth research question: how do quartermasters work, and what are underlying mechanisms that influence their opinions and behaviour? This last question was answered based on personal interviews with quartermasters.

Gathering information

The coded data from the interviews shows that almost every quartermaster uses their own professional network to gather information. This is the main source of information when a quartermaster has organizational questions. The team around the quartermaster, like consultants and commissioners, is also part of this professional network. About half the quartermasters interviewed reads specialist literature like management books or articles. Some quartermasters get information from the internet, and one quartermaster received a yearly training.

Required competencies

The most important competencies a quartermaster should have are quite broad. Having experience in the public domain and social skills, like being able to connect people and communication skills are generally the most important competencies. Other competencies that were mentioned are being flexible, being proactive, having an exploratory view, being goal focussed, being independent, being curious and being able to activate people.

Type of person

Generally, there is not a typical type of person that makes a quartermaster. Age and gender are not important, though a quartermaster does need experience to know how the game is played. Competencies and personality are also important. A quartermaster needs social skills and it is very important that there is a support base for the quartermaster, otherwise the quartermaster has no power to influence people. Quartermasters are autonomous people in general.

Assignment acquisition

Most quartermasters heard of the function as quartermaster through their own network. The assignments were in general internal vacancies. They then applied, went on an interview and got the job. There is one interviewed quartermaster who got the assignment through the consultancy firm he works for. Another quartermaster saw the reorganization process coming and responded to it by organizing a regional meeting and putting himself in the position of quartermaster. All quartermasters had experience in the public domain.

Why commissioners choose experienced quartermasters

Quartermasters think most commissioners choose quartermasters who have a lot of experience in the industry because they know how public administration processes work, and how organizational change processes work. Experienced quartermasters have a bigger chance of succeeding. When they have had multiple functions, they know how the game is played. They claim that it can be a pitfall as well, because they may be crusted in their position. A quartermaster who does not have a lot of experience in the industry can give refreshingly new views.

The influence of education

Most quartermasters agree that education is not that important. It does not matter whether the quartermaster earned a HBO or academic degree. It is more important what kind of personality traits and competencies the quartermaster has. Experience is also regarded as more important than education. Some quartermasters think a HBO degree is better for a quartermaster, because it is more practical.

Gender differences

Quartermasters do not agree with the trick statement that female quartermasters are more fit to be a quartermaster because they generally have better social skills and use better influence tactics. They claim it is much more about competencies than about gender. Some quartermasters say though, that female quartermasters may be more conducive, where male quartermasters act more as a leader who decides what will happen. They claim it is better to be conducive. On the other hand, at the environmental regional service centres, there were more male quartermasters, and it was a required competence to act as a project manager. This would require more male personality traits. So indeed, as one quartermaster claimed, it is really about the specific assignment whether male or female personality traits are required in the quartermaster. On the difference in usage of influence tactics between men and women, one quartermaster replied saying that maybe women used personal appeals more, because people say yes easier to a woman than to a man, because women have more charm. That might be the reason why men need coalition tactics to get people to participate.

Feeling at home in their sector/industry

All quartermasters feel very at home in the public sector. They like working for governments and working for interests instead of profits like in the commercial sector. Some quartermasters sometimes make a jaunt to the commercial sector. One quartermaster claims that, even though he feels at home in the public sector, he does get sickened by bureaucracy and slow decision making in the public sector, due to conflicting interests.

Payroll quartermasters and independent professionals

Some quartermasters either are independent professionals, or are considering to become an independent professional. Reasons for becoming an independent professional are mainly tax reasons. Hesitations to become independent professionals are doubts whether their network is strong enough to supply them with enough assignments. A big professional network is required to become a independent professional. One quartermaster mentioned that the turning point for becoming an independent professional at age forty is logical, because then you have ten years of working experience and then you have a bigger network. Another reason why the turning point may be at forty that was mentioned, is that by then you are more sure about yourself.

The difference between public and commercial sector

Quartermasters consider there to be a difference between the public and commercial sector. They claim that decision-making happens slower in the public sector, since there are more parties and interests involved. One quartermaster brings an example where she has to deal with the mayors of fifty towns. Before they have reached consensus, and that is communicated to the quartermaster, a lot of time has passed. Quartermasters also claim that the commercial sector is mainly about profits, while the public sector is more about interests.

A workday for a quartermaster

Every day of work for a quartermaster is different. It is certainly not a nine to five job. Quartermasters create their own schedule. They often work in evening hours. An important aspect of quartermastering is that as the project progresses, more and more responsibility has to be transferred to the operators of the organization that was created. A more consulting role is then reserved for the quartermaster.

Why quartermasters are mainly present in the public sector

One thing that occurred during this research is that quartermasters are mainly visible in the public sector. Only 5,3% of the respondents in this study are from the commercial sector. This posed the question why quartermasters are mainly visible in the public sector. In

response to this, a quartermaster replied that in the commercial sector, most change processes are guided internally. Also, the public sector is more transparent. This might also be a reason why quartermasters are more visible in the public sector.

Demand for the Kwartiermakersgilde

Quartermasters do see a demand for the Kwartiermakersgilde. Most say that they would like to meet with other quartermasters, and would like to learn from others' experiences. This means that network meetings are a good way to go for the Kwartiermakersgilde. This probably presents the biggest potential for the Kwartiermakersgilde. One quartermaster thinks there will be a market for the Kwartiermakersgilde when more reorganization processes take place. He thinks there might be a demand for training sessions organized by the Kwartiermakersgilde. There were no quartermasters who did not see a demand for the Kwartiermakersgilde. Though most quartermasters do see a demand for the networking aspect of the Kwartiermakersgilde, most quartermasters did not say anything about the training and consultancy part of the Kwartiermakersgilde. Whether there is a demand for this has to be reconsidered.

Interviews discussion

Results summary

With the interviews, a more in-depth image of Dutch quartermasters has been created. Results that were found are that quartermasters mostly get the job from their own professional network. Their network is also important for gathering information. Important competencies for a quartermaster are having experience in the public domain and having social skills, like being able to connect people and communication skills. Experience is very important for a quartermaster. A quartermaster should know how the game is played. Experience is more important than education, gender and age. Some assignments demand a quartermaster with male personality characteristics, and some demand a quartermaster with female personality characteristics. The main reason for becoming an independent professional is tax reasons. An extended personal network is required though, to get assignments when being independent. Quartermasters claim there is a difference between

the public and commercial sector. They say the commercial sector is more about profits, and the public sector is slower and more bureaucratic. All quartermasters feel very at home in the public sector. Some also have occupations in the commercial sector. The reason why quartermastering is more visible in the public sector is probably because the public sector is more transparent, and change processes are often guided internally in the commercial sector. Quartermastering is certainly not a nine to five job. Quartermasters have to be able to create their own schedule and act very independent. Quartermasters do see a demand for the Kwartiermakersgilde as a networking organization. They would like to meet other quartermasters and learn from their experiences. Whether there is a demand for training sessions and an advisory role has to be reconsidered.

Follow-up research

In a follow-up study it could be interesting to have interviews with the commissioners, since in this study only the perspective of the quartermaster was taken. It might be interesting to see how commissioners, like governments and semi-governmental organizations, view the profession of quartermastering. Results showed that for some quartermastering assignments, male personality characteristics are wanted, and for some female personality characteristics are wanted. It would be interesting to find out in what kind of assignments, what kinds of personality characteristics are wanted, and if commissioners are aware of this and actively looking for a quartermaster with these characteristics.

General discussion and recommendations

Purpose

The aim of this study was to do a quantitative and qualitative research into the work, operations and personality of quartermasters, and to link these findings to existing scientific theories or to develop new theories, with an aim to meet the needs of quartermasters and to increase existing knowledge about quartermastering.

Connecting results to theory

Everywhere a change process or reorganization takes place, there will be resistance. Kavanagh and Ashkanasy (2006) examined mergers between three large public-sector organizations. They found that in order for the merger to be widely accepted and successful, the pace of the organizational change should not be too high, and good communication and a transparent change process are essential. The same emerged from the interviews. The quartermasters who had to deal with resistance coped with this by creating a transparent change process and by making sure communication is adequate. One quartermaster even worked in a different department of the merging organizations every day, to meet the people, get to know what they are about, and for the people to get to know him. The priorities as described by Kavanagh and Ashkanasy proved to be true and very important for a quartermaster to guide the change fluently.

Huub Janssen described the phases of a quartermastering assignment. Essentially it starts with the preparatory phase. This is what the quartermaster spends most time on. As the project runs, the emphasis gradually shifts to the implementation phase. At the end of the quartermastering project, when the organization has taken shape, the quartermaster is solely involved in implementing and consulting. The interviews confirmed this view. It emerged that at first the quartermaster is busy networking, to connect the organization that is to be created. As the organization takes shape, this gradually shifts to implementing the organization. This can be done in a consulting role, by giving more and more responsibilities to the people who will manage the organization, or by becoming the manager.

Based on the results that were found in this study, a new figure was composed, showing the phases of a quartermastering assignment on a timeline, including the competencies that are needed in each phase of the assignment. Every assignment starts with a preparatory phase, where the most important activities are networking, connecting and communicating. These are change managers' skills, and are focussed on creating a new organization, and reducing resistance, which will always occur in change processes and reorganization processes. When the organization has taken shape, a quartermaster can either take the role of a consultant or of manager of the organization. This depends on views of the commissioner and on the

ambition of the quartermaster. When the quartermaster gets a consulting role, the main activity is to gradually transfer responsibilities to the people who are going to manage the organization. When the quartermaster gets a managing role, he will act as a project manager and is the leader of the organization he set up. Project management skills are required for this. The figure that was created using the results in this study is presented in Figure 8. Please note that communication skills are still needed in the implementation phase and that it is a gradual shift from preparatory phase to implementation phase.

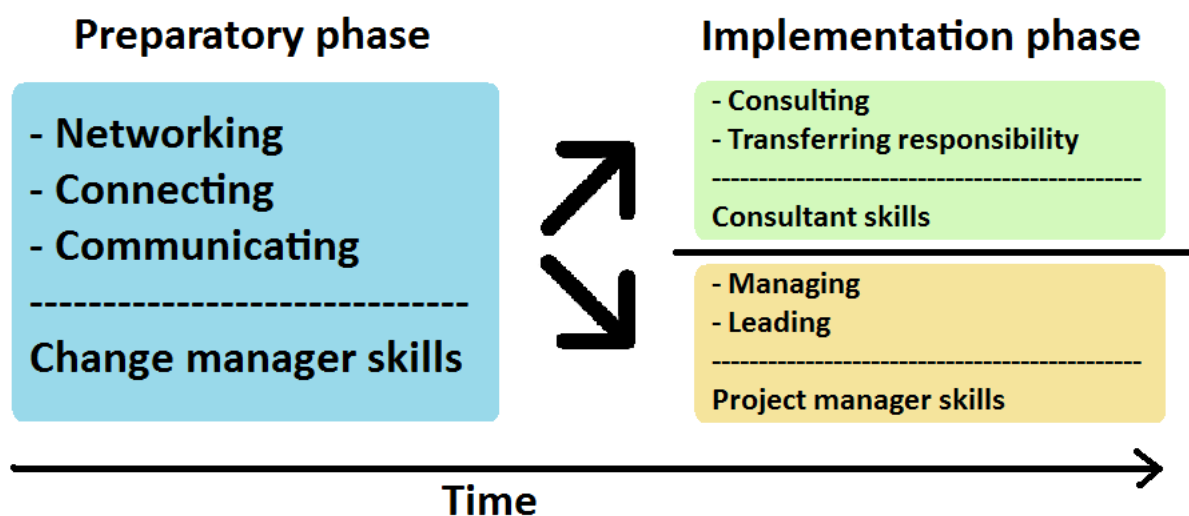


Figure 8. Different phases of a quartermastering assignment, created by J. H. Lievers based on results in this study

Contradictory results in questionnaire and interviews

There was a difference in results between the questionnaire data and the data from the interviews. Questionnaire data showed that quartermasters who earned an academic degree were better at the juridical aspect than quartermasters who earned a HBO or equivalent degree. Results also showed that academic quartermasters were significantly better at creating a good cost and profit-analysis than HBO or equivalent degrees. What emerged from the interviews is that most quartermasters agree that education is not that important. It does not matter whether the quartermaster earned a HBO or academic degree. It is more important what kind of personality traits and competencies the quartermaster has. Experience is also regarded as more important than education. This might seem contradictory, but there are two explanations for this apparent contradiction between questionnaire and interview data. First of all, it was a self-report questionnaire. So it might

be that academic quartermaster just considered themselves to be better than HBO or equivalent quartermasters, rather than actually having more skills in the disciplines that were mentioned. Secondly, they only scored better on the juridical subscale and at creating a good cost and profit-analysis. This is only a small part of the overall skills a quartermaster should have. It is possible that this is such a small part of quartermastering that the interviewees did not take it into account. It can be concluded that education is not as important as the questionnaire did make it seem. Concluding, experience and personality are more important than education.

There was also a mismatch in the effect of gender. The questionnaire results showed that women used more effective influence tactics. Interviews showed that it depended on the assignment whether male or female personality characteristics are required. A possible explanation for this is that personality characteristics in a quartermaster are more important than the usage of influence tactics.

Achievements

This study has gained many new insights in the profession of quartermastering. It also opened the eyes of some quartermasters, as a much heard response to the questionnaire was that it made the quartermasters realize quartermastering is really a profession significantly different from other kinds of management. The general response of quartermasters involved in the study was very enthusiastic and very willing to cooperate. It also contributed to the brand awareness of the Kwartiermakersgilde. Right now there are more people who know of the existence of the Kwartiermakersgilde, which gives good prospects for the continuity of the organization. The study also contributed to the development of knowledge and theories about quartermastering.

Follow-up research

Interesting fields for follow-up studies are to inquire what the commissioners perspective on quartermastering is. What are things they consider important in a quartermaster? And why do they decide to let a quartermaster guide a change process? It might also be interesting to have a bigger pool of commercial quartermasters, so that more thorough statements can be

made about the difference between quartermasters operating in the public and commercial sector. It has to be noted though, that there is a thin line between public and commercial sector. Some organizations, like educational and health services, are semi-public. Also some quartermasters operate at the intersection of the public and commercial sector. This study also provided data telling that quartermasters in the energy sector did not at all feel affiliated to their industry. It would be interesting to see if this result would last with a higher number of respondents from this industry. Furthermore, it would be interesting to involve a more extensive influence tactics questionnaire in follow-up research. It would be interesting to see if there are more gender differences in this, and if these gender differences can be accounted for by male or female personality characteristics.

Recommendations for the Kwartiermakersgilde

Almost all respondents replied positively when asked whether they would like to be in touch with other quartermasters, and learn from their experiences. This creates a demand for network meetings for quartermasters that are to be arranged by the Kwartiermakersgilde. For training sessions and advisory activities though, less demand was found. This does not mean there is no demand for training sessions and advisory or consulting, but the quartermasters who were inquired, replied less affirming to these operations. A pitfall for the Kwartiermakersgilde might be that many quartermasters are only quartermaster for a set period of time. This time, that lies between half a year and two years, is the amount of time a quartermaster takes to create the organization. This means that these quartermasters probably will not be members of the Kwartiermakersgilde continuously. The Kwartiermakersgilde has to consider how to deal with this, since it might reduce the attractiveness of the yearly membership they offer. However, this does not account for all quartermasters. Some are quartermasters for an extended amount of time, since they are required by the organization they work for.

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Appendix A: Questionnaire as it was presented to the participants

Kwartiermakersonderzoek

Q1 Wat is uw geslacht?

- ☐ Man (1)
- ☐ Vrouw (2)

Q2 Wat is uw leeftijd?

Q3 Wat is uw hoogst voltooide opleiding?

- ☐ Basisschool (1)
- ☐ Middelbare school (2)
- ☐ MBO of vergelijkbaar (3)
- ☐ HBO of vergelijkbaar (4)
- ☐ Universiteit (5)
- ☐ Overig, namelijk: (6) _____

Q4 In welke branche bent u voornamelijk werkzaam als kwartiermaker?

- ☐ Onderwijs (1)
- ☐ Zorg (2)
- ☐ Politiek (3)
- ☐ Financieel (4)
- ☐ Transport (5)
- ☐ Overige, namelijk: (6) _____

Q5 Hoeveel jaar bent u al werkzaam in deze branche?

Q6 Komt het grootste deel van uw opdrachtgevers uit de publieke sector of de commerciële sector?

- Publieke (1)
- Commerciële (2)

Q7 Wat is uw huidige arbeidssituatie?

- ☐ In loondienst (1)
- ☐ Zelfstandig professional (2)
- ☐ Ondernemer (3)
- ☐ Werkloos (4)
- ☐ Gepensioneerd (5)
- ☐ Overig, namelijk: (6) _____

Q8 De volgende vragen worden beantwoord op een zeven-punts Likertschaal

[illegible]

Q9 De volgende vragen worden beantwoord op een zeven-punts Likertschaal

[illegible]

Q10 De volgende vragen worden beantwoord op een zeven-punts Likertschaal

[illegible]

[illegible]

Q11 De volgende vragen worden beantwoord op een zeven-punts Likertschaal

[illegible]

Q12 De volgende vragen worden beantwoord op een zeven-punts Likertschaal

[illegible]

Q13 De volgende vragen worden beantwoord op een zeven-punts Likertschaal

[illegible]

Q16 Welke van de volgende beïnvloedingstactieken gebruikt u om medewerking van andere partijen te krijgen? (U kunt meerdere tactieken aanvinken)

- ☐ Rationele verleiding (logische argumenten en feitelijke informatie geven) (1)
- ☐ Inspireren (waarden, idealen en emoties als basis geven voor overtuiging) (2)
- ☐ Overleg (anderen raadplegen en ze zo erbij betrekken) (3)
- ☐ Vleierij (de ander complimenten geven en waardering uitspreken om medewerking te verkrijgen) (4)
- ☐ Ruilen (een dienst of voordeel aanbieden in ruil voor medewerking) (5)
- ☐ Persoonlijke gunsten (simpelweg vragen aan de ander om medewerking) (6)
- ☐ Coalitietactieken (de hulp van derden inschakelen om medewerking van een persoon te krijgen) (7)
- ☐ Legitimeringstactieken (proberen het doel te legitimeren en goed te praten) (8)
- ☐ Onder druk zetten (personen onder druk zetten om zo medewerking te verkrijgen) (9)

Q17 Tegen welk probleem loopt u het vaakst aan tijdens het kwartiermaken?

Q18 Hoeveel last heeft u hiervan?

- ☐ Ik heb hier vrijwel geen last van (1)
- ☐ Ik heb hier af en toe last van (2)
- ☐ Ik heb hier regelmatig last van (3)
- ☐ Ik heb hier erg veel last van (4)
- ☐ Het is een gigantische belemmering (5)

Q19 Wat zou er verbeterd kunnen worden om het kwartiermaken gemakkelijker te maken?

Appendix B: Means, SD's and Cronbach's Alphas of all subscales

	Mean	Std. Deviation	Cronbach's Alpha
Industry subscale	6.05	.74	.88
Project subscale	5.73	.84	.74
Financial subscale	5.19	.87	.59
Process subscale	5.13	.83	.44
Organization subscale	5.08	.71	.37
Juridical subscale	4.79	1.04	.68
Perceived stress subscale	3.66	1.33	.76
Stress resistance subscale	5.41	.93	.82
Advise subscale	4.60	.92	.77

Appendix C: Characteristics of the interviewees and the interviews in the qualitative section

[illegible]

Appendix D: Guiding questions of the semi-structured interviews

Based on requirements by Kwartiermakersgilde:

1. From what sources do you get the information you need?
2. What are the most important competencies a quartermaster should have?
3. What describes a typical quartermaster?
4. How did you end up at the organization you are working for now?

Based on results of questionnaire:

5. Why do you think commissioners mostly go for a quartermaster with long (> 15 years) experience in the industry?
6. Why do you think it is important for a quartermaster to have an academic degree?
7. Do you think women are more fit to be quartermasters (since they have better social skills and use better influence tactics)?
8. Do you feel at home in your industry, and do you see yourself working in another industry?
9. Independent professionals are in general older. Why do you think this is, and do you consider becoming an independent professional yourself someday?

Appendix E: Interviews

Interview 1

45 year old woman, working for the Dutch government, ministry of safety and justice. Creating a supraregional pool of crisis communication experts. Has an academic degree in Culture, Organization and Management.

1. From what sources do you get the information you need?

From commissioners and legislation, they set boundaries. I get information on theories from specialist literature on cooperation, communication and safety. My third source is people from my network. When I have a question, they can show me articles, books, or people I should talk to. But I try not to be limited by legislation but to see broader than that.

Gets information from commissioners and legislation, specialist literature and people in network

2. What are the most important competencies a quartermaster should have?

Hmm, I think... oh my, competencies... I think the most important is to be connecting. You should not focus on what separates you, but on what connects parties. What I also find important is not to conclude things too quickly, but to keep an exploratory eye. I am just a passer-by, I try to establish the organization but my opinion is not that important.

Most important is to be connecting and have an exploratory view

4. How did you end up at the organization you are working for now?

I heard about it through my network, so I took part in the soliciting procedure, and they selected me. This was for several reasons. First of all I had experience at local governments, and secondly they were impressed by my approach and my personality. I did not have that much experience in crisis

Heard about it through network and solicited, had experience at local governments

communication.

5. Why do you think commissioners mostly go for a quartermaster with long (> 15 years) experience in the industry?

Well, I have twenty years of experience in local governments. But I think it's more like that to be a quartermaster, you need to have seen certain places. Like I have been working for a long time, I've been a manager, and if you only have five years of experience you have less experience and knowledge. For myself I think it benefits me that I worked both as a manager and a consultant, since as a quartermaster you have to deal with managers, and you have to know how the game is played.

You need to have experience at different seats to know how the game is played

6. Why do you think it is important for a quartermaster to have an academic degree?

I have a theory about that, because I did HBO and university. At the HBO, I learned to find solutions for certain types of problems. When I went to university, I found out it was important not to find the solution, but to question if the problem is really the problem. You go a bit deeper and see the problem behind the problem. I had co-workers who did HBO, and they are very practical, they really get into action, while co-workers who did university maintain into thinking. For an organization you need the right mix.

HBO-graduates are more practical, for an organization you need the right mix

7. Do you think women are more fit to be quartermasters (since they have better social skills and use better influence tactics)?

I don't know if they are more fit, but what I do see that when I speak to men, they act as if I'm a project manager, and they

In general, women are more able to be conducive

want me to decide, but that is not what I'm about. For me it's way more important that when I leave, the solution is still working, and not only when I'm there. I find it hard to generalize, but when we generalize in the aspects you just mentioned that is true. Women are more able to present themselves conducive, but that certainly does not count for all women!

8. Do you feel at home in your industry, and do you see yourself working in another industry?

I feel very at home in the public domain, but I feel less at home in the hierarchic fire-fighters and police world. What I really notice is that they are people who really care what legislation asks them to do. It is really formal. When it is not formal enough, they rather not do anything with it. Public domain and local governments though, I find terrific to work in. Because it is really complex and there are a lot of conflicting interests. For instance economy is about improving employment and stuff, but also about people who live on welfare. I would see myself working in healthcare, because there the same conflicting interests occur. I also like education, but that is a really closed world. I would like to work there, but I really see that industry wants people who have experience in education.

Feels very at home in the public domain, but less at home in the hierarchic rescue world. Would like to work in healthcare or education

9. Independent professionals are in general older. Why do you think this is, and do you consider becoming an independent professional yourself someday?

Yes, sure. In this case, I am independent, but my commissioner said they wanted me on the payroll for this job. That has to do with procurement rules. So I am a payroll employee, but I behave like an independent professional. Payroll suggests that

Is in fact independent, but just on the payroll for procurement reasons

you are in an office from nine to five, but I don't even have an office!

Do you think quartermastering takes longer in the public sector than in the commercial sector since it is maybe a bit more cumbersome and bureaucratic?

I find that really hard to answer. I think it might be, but mainly because there are more parties involved in the public sector. I for instance, have to deal with a council of fifty mayors of Dutch municipalities. First they have to make a decision on what they want, and only once they have reached consensus, it can be communicated to me. This can take a long time. I also think that in the commercial sector, the goal is to be profitable, and when this goal is not met, the cooperation will be stopped, while in the public sector the goal is often an ideal.

It may be a bit slow, but that is mainly because of the big amount of parties involved. Profit is not the only goal

What does a day in the life of a quartermaster look like?

It is absolutely not nine to five, and that is the reason I like it. Every day is different, because I can plan it myself. I work from my home and sometimes on location on a flex spot.

Every day is different, it is not nine to five

Do you feel a need to meet with other quartermasters to discuss your work?

I don't really want to cooperate with them on the actual quartermastering, but I am curious about their experiences. I met someone who is quartermaster expert team forest fires, and I met him sometime to exchange experiences.

Is curious about other quartermaster's experiences

Interview 2

51 year old female Iranian refugee, working for Stichting de Vrolijkheid, a Dutch organization trying to help young refugees with art and culture. They for instance sing and make music with young refugees to help them process things that happened. Has a HBO degree in social work.

1. From what sources do you get the information you need?

We get a training each year from De Vrolijkheid Amsterdam. But everyone does the work in his own way. Network is important as well. I often give workshops, and then I get things in return.

Network and a yearly training

2. What are the most important competencies a quartermaster should have?

Flexibility, thinking direct, being able to tackle things, and being open for new situations. When something new or unexpected comes along, one must be able to deal with this. Last year we had a football tournament in Oude Pekela. We tried to get local and refugee youngsters together on the tournament. We invited a local football team, they accepted, but on the last instant they did not show up. Then all of a sudden, press arrived. I had to explain the local team did not show up. At that moment I thought: we're not looking for a fight. So I gave the interview and said it was a shame they did not show up, but next time they probably will. So you have to be able to tackle unexpected situations.

Flexibility and being able to respond to unexpected situations

3. What describes a typical quartermaster?

A person who takes action, and who keeps climbing the stairs up and down, and up and down. You have to keep moving and create links. You have to be a spider in the web. Sometimes I

Taking action and being a spider in the web

am working day and night, sometimes I take more rest. But that is good, I should not be the one doing all the work.

4. How did you end up at the organization you are working for now?

Maybe this is a really crazy answer. Years ago I was a project manager for an ending project. I had a conversation with a client. I told her, this is the last conversation since the project is ending. She told me about the position at Stichting de Vrolijkheid. Then I applied and was accepted.

Heard it through network and
then solicited

5. Why do you think commissioners mostly go for a quartermaster with long (> 15 years) experience in the industry?

Experience maybe, but I don't know because I did not have any experience. But it does not tell everything, because when you have been working somewhere for a long time, you are crusted. A quartermaster should be alert. I think competencies are more important than experience. Competencies you either have them or you don't.

Competencies are more
important, people who work
somewhere for a long time may
be crusted

7. Do you think women are more fit to be quartermasters (since they have better social skills and use better influence tactics)?

Then I would discriminate men hahaha. A quartermaster is the first face you see in an organization. If my pitch is bad, you think the whole organization is bad. I find it a hard question to answer. At de Vrolijkheid all quartermasters are female. There is a male coordinator though. I have a male colleague, I think he would be a fine quartermaster as well. He is quite young, only 27 years old. I think if he had a bit more experience, he

It is more about competencies
than about gender

would make a fine quartermaster. I think it is more about competencies, I don't think there is such a big difference between men and women.

8. Do you feel at home in your industry, and do you see yourself working in another industry?

Yeah really good, more than at home! It gives me a lot of satisfaction. I really like doing it. Maybe because I had children myself when I fled, I can see more how hard it is. I would see myself working in education, because I have been a teacher for fourteen years in Iran. When I came here, I noticed school children had less respect for teachers than in Iran. And because of my accent it would be hard for me to find a job in education.

Feels really at home in industry

9. Independent professionals are in general older. Why do you think this is, and do you consider becoming an independent professional yourself someday?

I am an independent professional since last year. Before that I was a freelancer, but last year I became an independent professional. I like this for tax reasons.

Is an independent professional, attractive because of tax reasons

What are your main activities in your work as a quartermaster?

Mainly building a network, fundraising and PR-activities.

Building network, fundraising and PR

Mostly, a quartermaster is a temporary function. A quartermaster creates a network and sets up an organization, and when the organization is ready, the quartermaster becomes manager. Is this the same with you?

I decided to stay a quartermaster, because it needs continuity. There is a constant need for funds and resources, and that is where I come in.

Constant quartermaster because of need for continuity in organization

Do you think there is a demand for the trainings, consultation and network meetings that the Kwartiermakersgilde offers to quartermasters?

Yes I think there is a demand. I would like to attend the network meeting on the fourth of July.

Thinks there is a demand

Why do you think quartermasters are mainly employed at governments, municipalities and semi-governmental organizations, and not at private companies in the commercial sector?

To be honest I never really thought about this. Eeehm... I really wouldn't know the answer to this question.

Does not know

Interview 3

30 year old man, quartermaster for youth centre Studio 5, employed at a consultancy firm, studied sports-management on HBO level.

1. From what sources do you get the information you need?

Theories I get mostly from the Internet and books. Mostly when I read a book it's specific management literature. I have a subscription on Slow Management, I don't know if you know it? It is a magazine with a different view on management. It's a printed magazine. I like that I can take it everywhere.

Specific literature

2. What are the most important competencies a quartermaster should have?

Proactive, that is the most important. You have to get out there yourself, make steps, contact people, be outgoing. Being able to make mistakes, I find very important. Also acknowledging that you don't have all the knowledge.

Being proactive and realising you don't know all

3. What describes a typical quartermaster?

Pfew, I never thought about it that way. I don't really think age is a factor. I think it's way more about the type of person you are. This morning I had a job interview with an operator for the youth centre, who was sixty. But in his mind he was thirty-five. So I don't really care about age, I think competencies are way more important. You should not have a nine to five mentality. So you're busy twenty four hours a day.

It is about the type of person you are, competencies are important

4. How did you end up at the organization you are working for now?

Through the company I work for. They got this job. So we made a quotation, and then we quite soon found out what the issue was. When we learned that it was about a youth centre, everyone said, let Bart do that. Because I had spare time back then, and I fitted the profile quite good. Then the company said: Bart is going to do it, and I had to go to the local government and explain my vision and my approach.

Through employer who got assignment

5. Why do you think commissioners mostly go for a quartermaster with long (> 15 years) experience in the industry?

Because they think that has a greater chance of succeeding. Someone who has experience with certain things will perceive less problems. When you have already reorganized six organizations, you know the drill. I think that is the choice commissioners have. I don't know whether it is justly. I also think it has benefits to have less experience. I for instance, am not doing this trick for the sixth time. I don't think you should. You could be rooted in.

More experience means greater chance of succeeding, less experience can have benefits as well

6. Why do you think it is important for a quartermaster to have an academic degree?

I don't really believe in education, I much more believe in persons. I have seen people graduate Law cum laude, who could not get a letter of policy on paper. I have also seen people who did not have any education, who became very successful entrepreneurs at a young age. I think education can help you, but it's much more about the person you are. I did HBO myself, and I did technical university for a while, but I thought that was way more theoretic. Sometimes I meet people with four academic titles, and when I see those people I wonder what they are doing here.

Does not believe in education but in persons and competencies

7. Do you think women are more fit to be quartermasters (since they have better social skills and use better influence tactics)?

I think it's really about the assignment, what do you want to reach. In what sector you are. If I hear this it does not surprise me. I think people say no to a man easier than to a woman,

Depends on the assignment

women have charm. So it's easier for them to just ask. This is a nice psychological research.

8. Do you feel at home in your industry, and do you see yourself working in another industry?

Yeah I feel at home. I think I will do more assignments here. I like working with and for the government, and I love social work because people talk with passion. They don't talk about commercial gain. They just want to get the maximum result. I have done some developmental work, which I really liked. This was about Africa, South America, Eastern Europe. This was during my study but also voluntarily besides my job. I would not see myself working in steel or telephony or something. There has to be a social feeling with it, money is no incentive for me. So yeah, if I make profits, my boss likes it, but it does not make me run faster.

Feels at home, loves working for the government and social work

9. Independent professionals are in general older. Why do you think this is, and do you consider becoming an independent professional yourself someday?

Yeah I do, and I have discussed it with friends, but right now I don't think my network is strong enough to live from. I think that is the main consideration. I think the turning point at age forty is logical, because then you have ten years of working experience, or maybe fifteen years, and then you have a bigger network.

Does consider, but thinks network is not strong enough as yet

What are your main activities during your work?

Mainly communicating, with stakeholders and such, to see where there are opportunities. A lot of arranging simple things, from watching on director level who we are going to deal with things, to literally buying vending machines. The diversity in the job is huge. So everything that is not dealt with, that blocks the success of the accommodation, you have to tackle. I now realize that you have to transfer more and more to the operators, so they know what they have to do, and then you slowly withdraw.

Communicating, looking for opportunities, arranging simple things. Slowly transferring more and more to operators and then slowly withdraw

Interview 4

51 year old male, was quartermaster for Omgevingsdienst de Vallei, a regional service centre for environmental issues and legislation. He is now manager of the organization he set up. He earned an academic degree in public management.

1. From what sources do you get the information you need?

A lot from internet. There is also the organization PUMA, Project Uitvoering Met Ambitie, this was a project support organization for the organizations we set up. The project has now been discontinued, but a lot of information was gathered there, which is now on their website. I am not really from this field, I don't know anything about licensing and enforcement. But that doesn't matter, I will just search for it. Besides these ways of gathering information, you talk to a lot of people and build up a network, and then you quickly see how things work.

Internet and a support organization

2. What are the most important competencies a quartermaster should have?

I think you should have the same competencies as a project manager, and you have to be focused on the goal. You really have to see the goal and all activities have to act towards that goal. I also think communication skills are important, and mainly in the part of being a connector. You have to be able to connect people and groups of people. When I started this job, five local governments decided to start the Omgevingsdienst, but they were not happy with it. It was pushed through their throats by the ministry above. There was resistance, so I tried to overcome this resistance by being in contact with the workers. From September, I worked in a different municipality every week, so everyone could get to know me, and I would speak to the people. Those are things that cost a lot of time, but the investment really paid out in the end.

Project manager competencies
and being goal-focussed, also
communication and connecting
skills

3. What describes a typical quartermaster?

You should not be too young, you have to understand some things about life and relationships. I am in the public sector right now, so you have to understand some administrative relations. You need to possess social skills, you need to be connecting, you have to move along. When you only say how it should be, you will meet resistance. I always say that there are three things important in management, but mainly quartermastering, namely that there is a support base for you, and a support base and a support base. Hahaha. When there is no support base, you're done within no time.

Understanding life, relations,
having social skills and there has
to be a support base

4. How did you end up at the organization you are working for now?

I just applied to an extern vacancy. I saw it appear on the internet. And it was spread on the intranet of all municipalities in Gelderland. I had been working in the same position for ten years at the Ede municipality, and I was ready for a new challenge so I applied. There were about fifty applicants.

Applied to extern vacancy

5. Why do you think commissioners mostly go for a quartermaster with long (> 15 years) experience in the industry?

That is easy, they just noticed I knew how local governments worked, so it was easy to shift. It's just easy. Quartermastering is quite a lonely existence. You have to do it yourself. At some point the number of co-workers increases, but you have to do it yourself.

Experience makes you notice
how local governments work

6. Why do you think it is important for a quartermaster to have an academic degree?

Well... I think you have to be practical. You have to be able to control time and money. But having an academic degree does not make you more fit for it. So I think it's a strange statement that academicians are more suitable for it. I think HBO graduates are more fit for it. You need to have project manager capabilities, play the game, create coalitions that go in your direction. Those are the capacities you need, and that is not decided by what degree you have.

Thinks HBO graduates are more
fit for it, competencies are not
decided by what degree one has

7. Do you think women are more fit to be quartermasters (since they have better social skills and use better influence tactics)?

That is difficult to say. It is hard to translate that to a whole group. When I did my master's degree, I wrote my thesis about the soft side of project management. When you only focus on money and time, you won't get there. They are important, but you also have to keep an eye on the soft elements. It is often about managing without power. Especially with quartermastering, you have to deal with people who are not hierarchically under you. So it's hard to demand something or to play the game of punishment and rewarding. So there are other ways to get cooperation, like asking them or indeed coalition tactics.

Playing the soft side of project management is important

8. Do you feel at home in your industry, and do you see yourself working in another industry?

Yes, very. It's very nice. Sometimes I get really sick by bureaucracy. If that occurs I will tell them what is going on. I could also work as a project manager or interim manager for a commercial company working for local governments. That is about my personal competencies. I am corporate, but not commercial.

Feels at home but does get sickened by bureaucracy, would like to work for a commercial company as well

9. Independent professionals are in general older. Why do you think this is, and do you consider becoming an independent professional yourself someday?

I don't have the ambition to be a quartermaster. I became a quartermaster because that was the way the organization developed. Maybe in three years when this organization is stable, I will get bored and will look for a new challenge.

Was a quartermaster for the moment, would like to guide organizational change again in the future

Do you like that you could set up the organization that you would later manage?

Yeah that is very pleasant, because everything you do, you will be responsible for yourself later on. So you can think: I want it like this, so I will do it like this.

Experienced it as pleasant

You have worked for commercial companies as well as for governments, what do you think the difference is between commercial and public sector?

The goals are just different. In the commercial sector it's just about the revenue you make. In the public sector it is also about money, but also about interests. Eventually, all those interests are present in the private sector, but the bottom line is you will be judged on money. What you see is that the goal of my organization is quality improvement, but next to quality improvement, the costs aspect is getting more important.

Goals between commercial and public are different, commercial is about revenue, public is quality improvement

Interview 5

56 year old male, was quartermaster for Omgevingsdienst Midden en West Brabant, a regional environmental legislation organization. Is now program manager for the organization. Earned a HBO degree in chemical technology.

1. From what sources do you get the information you need?

I had a really tiny team around me. I had a really good project consultant. That was the same guy who I assigned in 2008 to start it all up. He became my extern. There was a good connection between us two. That is very important at that level. You step into a hole and you don't know where you'll end up. You need someone to talk to. That was he. And he was a very good managerial assistant. I did not use books or internet.

From a consultant who was close to him and was part of the team

I am not a theoretician. Only my own network. This does not mean my method is ideal, but it did fit the assignment and the region.

2. What are the most important competencies a quartermaster should have?

Well, I created the profile for quartermasters in all regional environmental services. So let me tell you the competencies a quartermaster needs. Let me look it up... I really have to look it up... What was very important, is to have governmental sensitivity. You have to be able to read the region. It is 27 municipalities, and you have to deal with municipal managers, and that ranges from councillors to mayors. That requires experience. The organization required a quartermaster who understood local interests. People in the existing organization were afraid they would lose their autonomy. They were afraid the power would move to The Hague. They needed a quartermaster who understood that. The quartermaster also had to be from the industry, and needed relevant experience in the industry. The quartermaster also had to be able to deal with administrative and managerial processes. And position yourself autonomous. Another very important feature that was not specified, was that I was independent. That sounds crazy. I was in Breda. I said goodbye to Breda and said: I am now your quartermaster. I am not connected to any other organization. There was another quartermaster in another region, who was still connected to another organization. He said: I am from that organization and I am now your quartermaster. That put him miles behind.

Experience in local politics, experience in the industry and independence is required

3. What describes a typical quartermaster?

I have seen a lot of diversity. In my surroundings I have seen the quartermasters of the regional services. I saw a very wide range. Everything was involved. Mostly men, some women, mostly men. What did occur to me and what I considered bad, is that a lot came from the industry. They came from the world of licensing, enforcement and supervision. So did I, but for me it was twelve, fifteen years ago and I did other things after that. There were a lot of old people, they were no innovators. Mostly were men, a lot were from licensing, enforcement and supervision, and they were not really innovators.

Most were men, they were from the industry but they were not innovators

4. How did you end up at the organization you are working for now?

Eeeh, I called. Well let me put it this way, in 2009, 2008, it was the case that there would be regional environmental services. I saw this coming from my role as manager public affairs. Then I told the head of my department to make sure that we were involved, and organise something in the region. Then I, as manager of public affairs, organised a regional meeting, and told them what would happen. I told them I would not organise this as Breda, because we would be the arrogant big city. So then Roosendaal did it. So I initiated it in the region, and when the process was further, I said I would like to be the quartermaster.

Saw reorganization coming and organized it himself

5. Why do you think commissioners mostly go for a quartermaster with long (> 15 years) experience in the industry?

I don't know what's better, but I do know if you have done it before, you know the general organizational processes. Then

With experience you know general organizational processes

you have to invest in what are the sensitivities. My assignment was not that hard organizationally. The hard thing was that there were managers who just didn't want it.

6. Why do you think it is important for a quartermaster to have an academic degree?

You cannot think in terms of HBO and university. I did HBO, but I have university working and thinking level they say. It is a lot about experience. About how you are as a person and how you can connect. You have to be able to formulate a communal goal together. You have to be resolute in asking the right questions, like: what do you want? Yes, you need a broad experience. I think with a quartermaster who is 25 years old, it would not work out. You have to know the political games and ask in them.

Experience is more important
than education

8. Do you feel at home in your industry, and do you see yourself working in another industry?

That's a good one. I feel at home in change processes. I don't feel at home in a stable organization. I am in a surrounding, where I build. When I'm done building, I leave. About working in the public sector, I am socially driven, but I like to have tours to the commercial sector. I teach. I'm consultant at eeheh... I am coach at Newpublic. A secondment agency. A special secondment agency of academics, but really high potentials, who want to see how the government works. They studied public administration, psychology, you name it. They search for high potentials and place you at a governmental organization. They are able to give recent graduates a lot of extra competencies (...).

Feels at home in changing
organizations and public sector,
but also in commercial
organizations

9. Independent professionals are in general older. Why do you think this is, and do you consider becoming an independent professional yourself someday?

No, yes, maybe, but always besides it. If you can do it both it's nice. If you have enough assignments then yeah, it's nice. Or if you're not happy with your salary. But a stable basis is also nice.

Does not consider, thinks it is not stable enough

Why do you think quartermasters are mainly visible at governments?

I think many companies arrange it internally or just don't say it. The government is transparent and constantly changing, so is looking for change managers. If you get a quartermaster from outside, he needs sufficient experience in the public sector. If you place a quartermaster from the commercial sector at a government, you're going to have a bad time. The political administrative dimension is so different from the corporate world. The corporate world is just about profits. In the public sector, irrational decisions are made.

Thinks commercial organizations guide it internally and are less transparent

What concrete problems did you meet during your work as a quartermaster?

Time. Well let me put it this way... Yeah time... Not that it could go any quicker, but you constantly meet deadlines. Because if you want to get public administrators together, it takes time. What I found at my assignment was that everyone wanted to be involved, but when we actually started, there was resistance. People were afraid to lose status. There were so many interests. And some whole departments had to go. That gives resistance.

Time is the biggest problem

Do you think there is a demand for the trainings, consultation and network meetings that the Kwartiermakersgilde offers to quartermasters?

I know that in healthcare, the decentralization process is huge. A lot of change processes will happen there, and that will arise a market. I think there are chances there. Right now the government is taking it easy, but there will be work when the decentralization starts.

There will be a great demand when more reorganizations erupt

Interview 6

35 year old woman, is quartermaster and process manager for the Municipality of Utrecht, earned a university degree in policy communication and organizational sciences.

1. From what sources do you get the information you need?

I am always sincerely curious about the people around me. I always ask them what they are about. Two years ago already, a lot was told through Tedx. So that is a source, though I watch it less these days. You also have to be curious about everything that happens around you. Lately I've heard of Wilfrid Opheij, and his story about working together between organizations. I think that's a really good source, because he really connects some psychological principles with management models. And I notice those models are good to check where you stand, but I don't do it by the book.

Network, internet and professional literature

2. What are the most important competencies a quartermaster should have?

Eehh... Well I mentioned being curious. I think that is an important competence. Like I told you. What is also important, is how to get the people you are connected to into action. So to activate them. But in such a way that it connects with what

Being curious, being a connector and being able to activate people

they are doing at a time. You always have to be able to listen and not be afraid to keep asking questions. I also think oral skills are important, when you have a conversation with someone, and you want to match that person, because you see there is a parallel. Also being creative in ways to get people to meet each other.

3. What describes a typical quartermaster?

They are autonomous people, with a vision how it can also happen. So looking outside of the box. They are pigheaded, but in such a way they can still get everyone to participate. It does not help to become an outsider. What else? Well... Combined with the competencies, that is about the type of person a quartermaster is...

Autonomous and a bit pigheaded

4. How did you end up at the organization you are working for now?

It's my first employer. When I graduated in 2003 that was not a good time to look for a job. There was enough to do, but not that much people were hired. I was very motivated, I wanted to work for the city, or a city. Then I found the advert, and it did not suit me. They were looking for a senior. But I thought, I am already a communication advisor. I'll just write a letter and see what happens. Then we had an interview... I saw the advert on the internet by the way. And then I rolled from one thing to another. So I worked at the communications department, and I noticed it was all one-way communication. I am way more of doing and creating things together. After five years I got the chance to switch to the strategy department. So I switched. And I really like it. I'm sure I want to continue doing this.

Solicited to external vacancy and promoted in organization

5. Why do you think commissioners mostly go for a quartermaster with long (> 15 years) experience in the industry?

Well, I don't know if I agree. I think what matters is that you know how the game is played. But you don't need fifteen years of experience for that. I see youngsters are embraced, because they can give refreshingly new views. I have seen some recently graduated colleagues, who ran up and down the organization like a young dog, and then it helps to point out that when they do something, what kind of reaction it will provoke.

Experience is not important, being inexperienced can give refreshing new views

6. Why do you think it is important for a quartermaster to have an academic degree?

I don't think education is important. It doesn't make a difference. And I can show it with a study by Gabriel van den Brink about 'best persons'. They are people in neighbourhoods who can connect with management, but also with residents and people outside the organization. If you read his book you read about a police officer, who just worked in the streets, but was able to communicate his story to the police organization. So I don't think it's about what kind of education you had.

Education is not important

Do you think there is a difference between male and female quartermasters?

Yeah I think there is a difference. What I see is that women from their nature think about how we can all benefit from something. So that helps in creating a group. Next to only connecting, you also want to get results. In that area, I think, it helps to be a man. I think female competencies are important, but sometimes when you want to create a network, you also

Women think about the mutual benefits, but both are required

need the straightforward male characteristics.

8. Do you feel at home in your industry, and do you see yourself working in another industry?

I am curious about the democratic process. That triggers me. That democratic process is independent from the subject, but way more about the way we make choices and do that with a group.

Feels at home

9. Independent professionals are in general older. Why do you think this is, and do you consider becoming an independent professional yourself someday?

On that last question: yes. Because you meet me on a moment where I considered to continue outside the system of the government. I am a bit impatient maybe, but I think changes that the government deals with can go way quicker. It costs amazing amounts of time to get all co-workers in a different setting. I've noticed that for me this comes with a lot of impatience. What I do think is special, is that this is a time of change. But this does not match with my need for getting results and showing how it can also happen. And I think we take too long. I hope by stepping outside of the organization, I can create a bigger movement than from within the organization. I want to be there where people already noticed change has to happen, and stop pulling people into change as that goes slower. I think my network is big enough to be independent. I think independent professionals are in general older because you have to feel sure about yourself. It takes time from the moment you graduate university. Age is a factor in that.

Independent professionals are older because they feel secure about themselves, considers becoming an independent professional

Appendix F: Dutch summary

Abstract

De term kwartiermaker komt recentelijk steeds vaker voorbij in de publieke sector. Kwartiermaker is een term voor een manager die vooruit wordt gestuurd om voorbereidingen te treffen voor iets geheel nieuws. Kortom: een voorloper of een wegbereider. Een kwartiermaker werkt in opdracht van een organisatie in de publieke sector. Het is iemand die partijen samenbrengt, inspireert en iets nieuws creëert. Het doel van de kwartiermaker is om een organisatie op te zetten. De werkzaamheden van een kwartiermaker hebben veel overlap met die van een verandermanager en die van een projectmanager.

In dit onderzoek hebben 95 Nederlandse kwartiermakers een vragenlijst ingevuld, welke onderzocht hoe zij hun werk en persoonlijke vaardigheden ervaren. De verkregen data liet zien dat het aanbevolen is voor een kwartiermaker om meerdere jaren ervaring te hebben in de publieke sector. Oudere kwartiermakers zijn vaker zelfstandig professional, en de data liet zien dat een hoge score op de project subschaal een belangrijke indicator is voor de algemene kwaliteit van een kwartiermaker.

Er zijn persoonlijke interviews gehouden met zes kwartiermakers om een beter beeld te krijgen van hoe kwartiermakers werken. Gevonden resultaten zijn dat kwartiermakers hun opdrachten voornamelijk via hun eigen persoonlijke netwerk krijgen. Het netwerk is ook belangrijk wanneer de kwartiermaker op zoek is naar informatie. Belangrijke competenties voor een kwartiermaker zijn ervaring in de publieke sector en het hebben van goede sociale vaardigheden, zoals mensen kunnen verbinden en goed kunnen communiceren. Ervaring is erg belangrijk voor een kwartiermaker, zelfs nog belangrijker dan opleiding, geslacht en leeftijd.

Kwartiermaken is zeker geen negen tot vijf baan. Kwartiermakers moeten in staat zijn hun eigen schema te maken en erg onafhankelijk te opereren. Een kwartiermakersopdracht heeft

een voorbereidingsfase, waar de organisatie opgezet wordt, en een implementatiefase, waar de kwartiermaker of de rol van consultant, of de rol van manager aanneemt.

Er is nog geen eerder onderzoek gedaan naar kwartiermakers. Dit onderzoek draagt bij aan uit het uitbreiden van kennis over kwartiermakers en hoe ze werken. Een interessant veld voor vervolgonderzoek zou zijn om te kijken wat het perspectief van de opdrachtgever is.

Onderwerpen: Kwartiermaken, verandermanagement, projectmanagement, publieke sector, overheid

Doel

Het doel van dit onderzoek was om een kwantitatief en kwalitatief onderzoek te doen naar het werk en de persoonlijkheid van kwartiermakers, en om deze bevindingen te linken aan bestaande wetenschappelijke theorieën of om nieuwe theorieën te ontwikkelen. Dit alles met als doel om tegemoet te komen aan de behoeften van kwartiermakers en meer kennis over kwartiermakers te ontwikkelen.

Vragenlijst

In dit onderzoek is gebruik gemaakt van een vragenlijst, bestaande uit 35 uitspraken over kwartiermaken, plus enkele demografische vragen en een vraag over beïnvloedingstactieken. De vragenlijst is door 95 kwartiermakers ingevuld. Hiervan was 64% man en 36% vrouw. De jongste respondent was 27 jaar oud, terwijl de oudste respondent 69 was. De gemiddelde leeftijd van respondenten was 50 jaar. 71% van de respondenten heeft een universitaire opleiding afgerond. 27% heeft een HBO of vergelijkbare opleiding afgerond. 2% van de kwartiermakers heeft een MBO of vergelijkbare opleiding afgerond. Gemiddeld hadden respondenten 15 jaar ervaring binnen hun branche. Alle kwartiermakers bij elkaar hadden 1431 jaar ervaring. 95% van de kwartiermakers zei dat de meeste van hun opdrachtgevers uit de publieke sector komen. Met 62% waren de meeste kwartiermakers in loondienst. Zelfstandig professionals waren voor 25% vertegenwoordigd. 6% was met pensioen, 5% was ondernemer en 1% was op dat moment werkloos.

Samenvatting interviewresultaten

Na de vragenlijst zijn er interviews gehouden met zes kwartiermakers. Resultaten die daaruit voortkwamen zijn dat kwartiermakers hun opdrachten voornamelijk uit hun eigen professionele netwerk krijgen. Dit netwerk is ook belangrijk om aan informatie te komen. Belangrijke competenties voor een kwartiermaker zijn het hebben van ervaring in de publieke sector en het hebben van goede sociale vaardigheden, zoals in staat zijn mensen te verbinden, en communicatievaardigheden. Ervaring is erg belangrijk voor een kwartiermaker. Een kwartiermaker moet weten hoe het spelletje gespeeld wordt. Ervaring is zelfs nog belangrijker dan opleiding, geslacht en leeftijd. Sommige opdrachten vragen om een kwartiermaker met mannelijke persoonlijkheidskenmerken, terwijl andere meer geschikt zijn voor een kwartiermaker met vrouwelijke persoonlijkheidskenmerken. De voornaamste reden om zelfstandig professional te worden is omdat dat financieel en fiscaal voordeliger is. Een uitgebreid persoonlijk netwerk is echter wel benodigd wanneer iemand zelfstandig professional wil worden, om aan opdrachten te komen. Kwartiermakers zeggen dat er een verschil is tussen de publieke en private sector. Ze zeggen dat de private sector meer om winsten gaat, terwijl de publieke sector trager en bureaucratischer is. Alle geïnterviewde kwartiermakers voelen zich erg thuis in de publieke sector. Sommigen hebben echter ook functies in de private sector. De reden dat kwartiermakers meer zichtbaar zijn in de publieke sector is waarschijnlijk dat de overheid transparanter is dan private bedrijven. Tevens worden veranderprocessen in de private sector vaak intern geregeld. Kwartiermaken is zeker geen negen tot vijf baan. Kwartiermakers moeten in staat zijn om hun eigen agenda in te vullen en erg zelfstandig te opereren. Kwartiermakers zien een markt voor het Kwartiermakersgilde als netwerkorganisatie. Ze zouden graag andere kwartiermakers ontmoeten om van hun ervaringen te leren. Of er ook vraag is naar trainingen en advies moet worden gezien.

Resultaten aan theorie verbinden

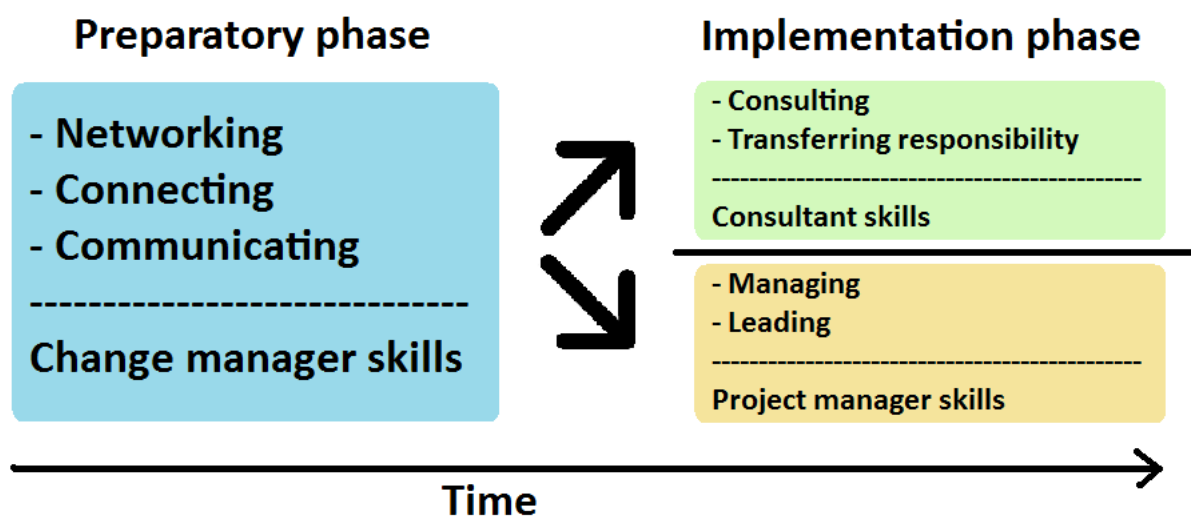
Overall waar veranderprocessen plaatsvinden, zal er weerstand zijn. Kavanagh and Ashkanasy (2006) hebben fusies tussen drie grote organisaties in de publieke sector bestudeerd. Ze vonden dat om een fusie succesvol te laten verlopen, het tempo van de organisatieverandering niet te hoog mag zijn, en dat goede communicatie en een

transparant veranderproces essentieel zijn. Hetzelfde bleek uit de interviews die gehouden zijn in dit onderzoek. De kwartiermakers die te maken hebben gehad met weerstand gingen hiermee om door te zorgen voor een transparant veranderproces en door te zorgen dat de communicatie goed was. Eén kwartiermaker is zelfs elke dag op een andere afdeling van de te fuseren organisaties gaan werken, om zo de mensen van de verschillende organisaties te ontmoeten, te horen wat zij te zeggen hebben, en zodat de mensen in de organisaties hem konden leren kennen. De prioriteiten zoals beschreven door Kavanagh en Ashkanashy bleken te kloppen en ook voor kwartiermakers erg belangrijk te zijn om verandering soepel te laten verlopen.

Huub Janssen heeft de fasen van een kwartiermakersopdracht beschreven. Een opdracht begint met de voorbereidingsfase. Dit is waar de kwartiermaker de meeste tijd aan kwijt is. Terwijl het project bezig is, verschuift de nadruk geleidelijk naar de implementatiefase. Aan het einde van de kwartiermakersopdracht, wanneer de organisatie gestalte heeft gekregen, is de rol van de kwartiermaker gereduceerd tot implementeren en advies geven. De interviews in dit onderzoek bevestigden dit beeld. Het bleek dat de kwartiermaker in het begin veel aan het netwerken is, om de organisatie die gecreëerd wordt te verbinden. Wanneer de organisatie gestalte begint te krijgen, is de kwartiermaker meer bezig met het implementeren van de organisatie. Dit kan gebeuren in een adviesrol, door steeds meer verantwoordelijkheid weg te geven aan de mensen die de organisatie gaan leiden, of door zelf manager te worden.

Gebaseerd op de resultaten van dit onderzoek is er een nieuwe figuur gecreëerd. Deze geeft de fasen van een kwartiermakersopdracht weer op een tijdlijn, met daarbij de competenties die benodigd zijn in de respectievelijke fasen van de opdracht. Elke opdracht begint met een voorbereidingsfase (preparatory phase). Hier zijn de meest belangrijke bezigheden netwerken, verbinden en communiceren. Dit zijn vaardigheden die bij een verandermanager horen en zijn gericht op het neerzetten van een nieuwe organisatie. Weerstand, wat altijd zal optreden in verander- en reorganisatieprocessen, is belangrijk daarbij te beperken. Wanneer de organisatie gestalte heeft kan de kwartiermaker de rol van adviseur (consultant) of manager aannemen. Dit is afhankelijk van de wensen van de opdrachtgever

en van de ambities van de kwartiermaker. Wanneer de kwartiermaker een adviserende rol krijgt, is de voornaamste bezigheid het overdragen van verantwoordelijkheid aan de mensen die de organisatie zullen gaan leiden. Wanneer de kwartiermaker een managende rol krijgt, zal deze de organisatie die hij of zij heeft opgezet gaan leiden. Hiervoor zijn vaardigheden van een projectmanager of algemeen manager nodig. De figuur die dit laat zien is hieronder weergegeven. Houdt in gedachten dat communicatievaardigheden nog steeds nodig zijn bij de implementatiefase en dat het een geleidelijke verschuiving is van voorbereidingsfase (preparatory phase) naar implementatiefase (implementation phase).



Wat er bereikt is

Dit onderzoek heeft veel nieuwe inzichten gegeven in het beroep kwartiermaken. Het heeft ook de ogen van sommige kwartiermakers geopend, aangezien een veel gehoorde reactie op de vragenlijst was dat het de kwartiermakers deed inzien dat kwartiermaken echt een beroep is dat duidelijk verschilt van andere soorten management. De algemene reactie van de kwartiermakers die hebben meegewerkt was erg enthousiast en bereid om mee te werken. Het heeft ook een positieve bijdrage geleverd aan de naamsbekendheid van het Kwartiermakersgilde. Er zijn nu veel meer professionals die van het bestaan van het Kwartiermakersgilde af weten, wat goede vooruitzichten biedt voor de toekomst van het Kwartiermakersgilde. Het onderzoek heeft ook bijgedragen aan de ontwikkeling van kennis en theorieën over kwartiermaken.