

A Case Study of a Complex Change Structure

The Organisation of Spejdernes Lejr 2022

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Charaters: 140.995 Including Spaces



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Abstract

This research aims to understand the paradox of stability and change in the organisation Spejdernes Lejr 2022 by investigating the direction's perception of the underlying mechanisms and structures. As an insider of the organisation, I have observed the complexities of operating within a volunteer driven organisation in constant change, and I have wondered how the change structure forms the organisation. To examine my observations, a case study was conducted with semi-structured interviews of the direction from Spejdernes Lejr 2022. I have used a critical realism framework, as it provides me with the lenses to investigate the reality of the change structure at Spejdernes Lejr 2022, and thereby be able to gain a deeper understanding of the underlying complexities of the paradox. I have applied a research strategy of abductive reasoning, as it provides me with the possibility to research the case by a combination of paradox theory, the critical realism framework, the case Spejdernes Lejr 2022, and the collected data from the empirical world. Hereby, it establishes a framework for generating qualified explanations at different stages in the process, and I thereby get deeper and deeper into the case. I have used paradox theory to establish a holistic both/and mentality for understanding the social case, and the frameworks of boundaries and dynamics have provided me with the opportunities to investigate the paradox of stability and change in depth. Based on above, Spejdernes Lejr 2022 operates within a complex organisational structure in constant change, where interdependent contradictions of continuity and influence are underlying structures and mechanisms forming the paradox of stability and change. The complexity of being a volunteer driven organisation is also a part of affecting the paradox, as volunteer engagement and influence are intertwined. Thus, I consider the degree of influence affects the engagement of the volunteers, which can be a potential hindrance for establishing stable structures and thereby continuity in Spejdernes Lejr 2022.

Key words: Volunteerism, Paradox Theory, Stability and Change, Boundaries, Dynamics, Continuity, Influence, Engagement, Critical Realism, Abductive Reasoning, Case Study, Spejdernes Lejr 2022.

Summary

Dette speciale har til formål at forstå paradokset mellem stabilitet og forandring i organisationen Spejdernes Lejr 2022 ved at undersøge de underliggende mekanismer og strukturer med udgangspunkt i lejrledelsen forståelse heraf. Eftersom jeg er en del af organisationen, har jeg observeret kompleksiteten af at være en frivilligdreven organisation i konstant forandring, hvilket har skabt undringen om, hvordan forandringsstrukturen påvirker organisationen. For at gå i dybden med mine observationer, har jeg udført et casestudie ved brug af semi-strukturerende interviews af lejrledelsen. Hertil har jeg benyttet paradigmat kritisk realisme, da det giver mulighed for at undersøge virkeligheden i forhold til forandringsstrukturen i Spejdernes Lejr 2022, og derved få en dybere forståelse af kompleksiteterne i paradokset. Jeg har brugt abduktiv ræsonnering som en del af forskningsstrategien, da det skaber rum for at undersøge casen via kombinationen mellem paradoksteori, kritisk realisme, Spejdernes Lejr 2022, og det indsamlede data. Og derved komme op med kvalificerede forklaringer løbende i undersøgelsesprocessen, hvilket giver mig mulighed for at komme dybere og dybere ned i casens kompleksitet. Paradoksteori skaber grundlag for en holistisk både/og tilgang, der giver mulighed for at forstå dybden i casen. Og frameworket 'boundaries' og 'Dynamics' skaber rammerne for at undersøge paradokset mellem stabilitet og forandring. Baseret på ovenstående opererer Spejdernes Lejr 2022 i en kompleks organisationsstruktur i konstant forandring, hvor de gensidige afhængigheder mellem kontinuitet og indflydelse er underliggende strukturer og mekanismer, som er med til at forme paradokset stabilitet og forandring. Ydermere er kompleksiteten af at være en frivilligdreven organisation også med til at forme paradokset, da frivilligt engagement og indflydelse er sammenfiltret. Derfor påvirker graden af indflydelse det frivillige engagement, hvilket kan være en potentiel hindring, når organisationen stræber efter stabile strukturer og derved kontinuitet i Spejdernes Lejr 2022.

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1 Introduction

Volunteer driven organisations operate within a complex paradigm, where a value-based setting often forms the organisation. Volunteerisms are an important part of the civil society in Denmark, as many social organisations function by volunteers (Hjort 2017: 9). The need for volunteers is increasing, but studies show the number of volunteers is steady at around 40 percentages of adults in Denmark (Hjort 2017: 13). Social organisations have an important job in recruiting volunteers by creating valuable meaning of the assignments. And the organisations must be formed by an open culture, where the value-driven aspect is in focus (Laghaei 2012: 91). It is crucial for volunteers the assignments have meaning and that they are making a difference in the organisation (Ibid). Hereby, a social organisation works within a complex setting, where maintenance, engagement, and meaning for the volunteers are a high state. Volunteers come with different starting points for being a part of an organisation. Some want to make a difference, others want to develop skills, and others again want to help where it is needed. Hereby, not one volunteer is alike, and the complexity of accommodating the wide need in a volunteer organisation can be intense.

In my work life, I have seen this complexity, as the volunteer driven organisation Spejdernes Lejr 2022 also strive to recruit volunteers to accommodate the social goal of establishing a scout jamboree experience for children and youth in Denmark. It is crucial that we as a volunteer driven organisation are able to understand the volunteer engagement, as I believe the relation between an organisation and its volunteers are parts of forming the underlying structure within. Hence, I have seen the importance of forming an organisation, which fits the engagement of the volunteers. And at the same time, it also increases the complexity since the organisation strives to accommodate the volunteers' engagement. Therefore, I consider the interdependent reality between an organisation and the volunteers crucial to understand when operating within a volunteer driven organisation. Thus, I believe the organisational structure are formed as a result of wanting to engage and meet the volunteers in their needs.

1.1 Problem Field

As volunteer driven organisations work within a complex value-driven setting, paradoxes often emerge as a result (Hedegaard 2022: 1). The organisation Spejdernes Lejr is a part of this complex paradigm, as it is a volunteer driven organisation with a social purpose. However, I consider Spejdernes Lejr adds a level of complexity and potential interdependent contradictions, as it is an organisation in constant change. This complexity is enabled as a result of an organisational structure, where a new organisation is established based on each jamboree event happening every four years. I have been a part of the direction of the current Spejdernes Lejr organisation, which has the aim to plan, execute, and evaluate the jamboree Spejdernes Lejr 2022. Thus, I have experienced the complexity of operating within a volunteer driven organisation in constant change. And here wonders have emerged: *How does the organisation perceive the ongoing organisational change? Does it provide the organisation with energy? And if the organisation was more continuity based – what then? Would it kill the energy?*

Those wonders established a foundation for investigating the interdependent contradiction within the organisation, and as a first perception I considered it was a paradox between continuity and innovation to be investigated. However, with help from triangulation I got deeper into the subject, and it seemed more to be a paradox of continuity vs. influence. And based on abduction, this reflection developed further, and it established an investigation of the paradox between stability and change. Hence, the organisational structure of Spejdernes Lejr 2022 operates within a paradox of stability and change, which is formed and affected by the volunteers within. And I consider the change structure together with the complexity of being a volunteer driven organisation is interesting to examine. And as a part of the organisation, I have experienced a strive

for more continuity based on experiences and knowledge from the previous jamborees. And on the other side a need for volunteer influence in the process. Hence, I believe the levels of continuity without overruling the energy of the volunteers are crucial to understand, as it can affect the organisation, if the need for volunteer influence is not met. Thus, I consider this research establishes a potential for gaining a deeper understanding of the complex organisation Spejdernes Lejr 2022 in constant change.

I find this research relevant for the academic field of social entrepreneurship and management, as I consider it provides new insight to the complexity of operating within a volunteer driven organisation. Further, paradox theory establishes a foundation for understanding the volunteer complexity by applying a holistic both/and mentality to the challenges within SL2022. And I believe it enables the potential for inspiration to apply a paradox leadership style in a volunteer setting, where there is room for understanding the complexities from different positions, and thereby hopefully be able to navigate better within. Hereby, this research can be seen as an inspiration for creating further paradox research in a volunteer driven setting for the future.

1.2 Research Question

I aim to investigate this complex change structure in order to understand the underlying mechanisms and structures of the social organisation Spejdernes Lejr 2022 (in short SL2022), and thereby be able to gain a better understanding of the interdependent contradictions working within a volunteer driven organisation in constant change. As my wonders are established based on the context of the last jamboree and with a starting point in the direction, I have chosen to focus this research on the organisation of Spejdernes Lejr 2022, and hereby the research question is as following:

How does the direction of Spejdernes Lejr 2022 perceive the paradox of stability and change in the volunteer driven organisation Spejdernes Lejr 2022 in constant change?

1.3 Delimitations

This research investigates the specific case of Spejdernes Lejr 2022 with a focus on the planning organisation for the jamboree held in the summer 2022. Hereby, the context is set to the organisation of SL2022, and emerging mechanisms as a result of the paradox of stability and change can primarily be seen in relation to this. The jamboree, which is the product of the planning organisation, will not be covered in this research, as the aim is to understand the organisation behind. SL2022 is also a product of earlier Spejdernes Lejr organisations, so I consider elements can be affected by earlier experiences, which is a consequence of the change structure of Spejdernes Lejr. Thus, it is important to state, this research only investigates the social event of Spejdernes Lejr 2022 as an organisation in constant change, and potential findings as a result of earlier Spejdernes Lejr will be in relation to SL2022.

Further, I have incorporated my observations with the perceptions of the direction of SL2022, as I consider they have the most knowledge about the strategy, leadership direction, and the volunteers in the organisation. Thus, this research focuses on the direction of SL2022, and it can therefore not cover all volunteers within. Potential mechanisms and structures as a result of the paradox of stability and change within SL2022 are therefore perceived from the direction's point of view. This research will be affected by the people and the organisation investigated, and if the focus point had been different, potentially other paradoxes would emerge. As I am employed in SL2022, I am also a part of experiencing the emerging paradox. Hereby, I consider myself an active part of this research, and it is therefore crucial ongoing to reflect upon my role. Therefore, the perceived paradox in this research is a result of both my perceptions and the direction's.

To gain a deeper understanding of the complexity within Spejdernes Lejr 2022, I have chosen to apply paradox theory. I consider paradox theory to have limitations, as it is a theoretical paradigm under development, and scholars perceive the possibilities differently. Hereby, paradox theory can be abstract and complex to apply. I have therefore chosen to select and apply a relevant domain of paradox theory to decrease the level of complexity, and thereby be able to get in depth with the emerging paradox in relation to SL2022. This delimitation indicates if another domain of paradox theory has been chosen, potential other reflections would emerge. This thesis is limited to investigate the paradox of stability and change within SL2022 in relation to the change structure. And thereby the research aims to establish a nuanced picture of the complexity emerging through the observations together with the directions' perceptions. I hope to provide an inspiration for others to create further research of the complexity emerging within social organisations, as this research does not aim to come up with a solution but to practice a holistic both/and mentality. This case study provides the ability to reflect and discuss the complexities perceived in SL2022. And besides being an inspiration for further research, I also hope it can be a starting point for discussions and reflections in other social organisations. I hope elements of the paradox within SL2022 can be relevant for other organisations as well to discuss.

1.4 Case Description

This section covers the case description of Spejdernes Lejr 2022 and thereby contains the overall history of Spejdernes Lejr, the union Spejderne, and more in depth SL2022.

1.4.1 The History of Spejdernes Lejr

Overall, Spejdernes Lejr is a volunteer driven jamboree with approximately 40.000 participants happening every fourth year. The closest comparison is a mix between an event like a Danish music festival with a camp site together with events and activities happening. And a city like Næstved with most of the infrastructures such as a supermarket, a restaurant, and a jamboree hospital. Spejdernes Lejr is held in a collaboration with at least one commune. The first Spejdernes Lejr was in 2012 in Holstebro, next was 2017 in Sønderborg, and recently was 2022 in Hedeland Naturpark in a collaboration with Høje-Taastrup, Greve, and Roskilde. The next Spejdernes Lejr will be held in 2026, and here the commune is still unknown (Spejdernes Lejr n.d.). The overall aim of Spejdernes Lejr empathises on strengthening the aim of the union Spejderne, which will be elaborated in the next section. Thus, the jamboree primarily aims to create value for children and youth through activities and a great jamboree experience (Spejdernes Lejr 2021: 2). The jamboree creates activities, which strengthens the scouts throughout fun, fellowship, creativeness, and challenges (Spejdernes Lejr 2022).

Behind the jamboree is the organisation Spejdernes Lejr, which is driven primarily by volunteers. The organisation plans, executes, and evaluates the jamboree, and it is done over a 2–3-year period. This research will focus on the Spejdernes Lejr held in 2022. And as SL2022 both can be perceived as an event in the form of the jamboree and the organisation behind the event, it is important for me to state, this research focuses on the organisation SL2022, which aimed to plan, execute, and evaluate the jamboree of 2022.

1.4.2 The Union Spejderne

SL2022 is a project under the union Spejderne. Spejderne is a collaboration between the five scout associations in Denmark: Det Danske Spejderkorps, KFUM-Spejderne i Danmark, De grønne pigespejdere, De Danske Baptisters Spejderkorps, and Dansk Spejderkorps Sydslesvig (Spejderne n.d.). Spejderne was established in 2015 with the aim to create initiatives that prepares the youth and children to live through fellowship, outdoor life, and challenges (Spejderne 2015). Spejderne is a non-profit union and is primarily financed by the

five member associations. It is a volunteer driven union consisting of a board with representatives from the five member organisations, and a secretariat with four employees (Spejderne n.d.).

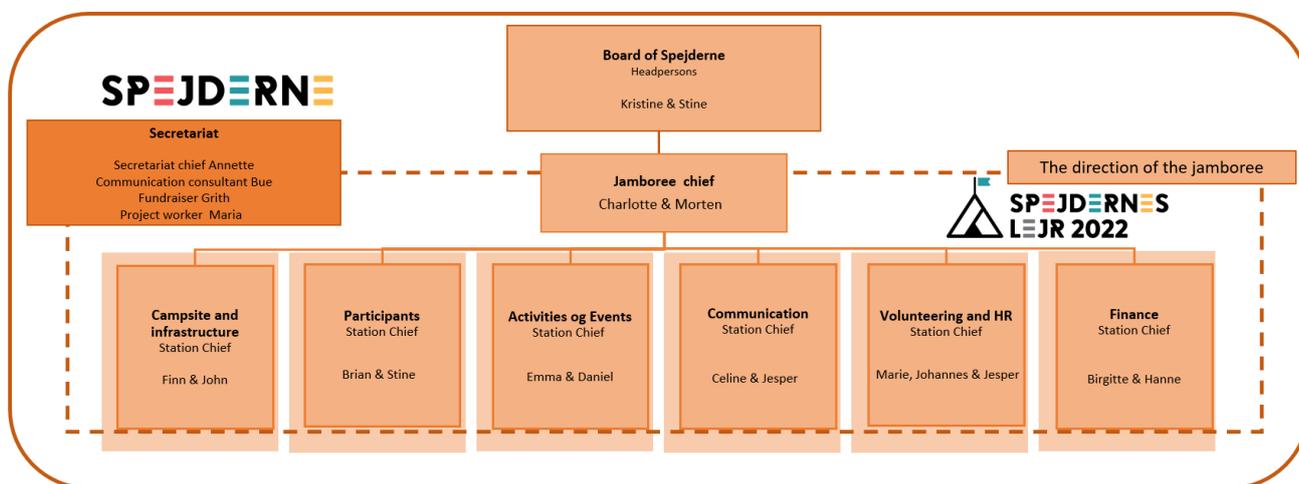
The Union works towards a collective scout movement, where the aim is to develop the different scout associations in the collective. Spejderne believes the scout associations can do more together as a union than the individual scout associations can do alone (Spejdernes Lejr Marts 2021: 4). Therefore, Spejderne has united in order to develop projects, which increases the collective scout movements in Denmark. Spejdernes Lejr is a key example on a Spejderne project, as described in Rammeaftalen for Spejdernes Lejr: *“Spejdernes Lejr does not identify itself as an isolated event, but as an integrated part of the scout movement, Spejdernes Lejr is moved by the movement, and Spejdernes Lejr is a part of moving the movement further”* (Spejdernes Lejr Marts 2021: 4). This statement explains that Spejdernes Lejr is intertwined with the scout movement of Denmark as a project under the union Spejderne.

1.4.2.1 The Role of Spejderne

As SL2022 is a project under Spejderne, the board of Spejderne sets the overall frames, structures, and rules of SL2022. The board establishes the overall aims, strategies, and definitions of Spejdernes Lejr in general, which is all collected in Rammeaftalen for Spejdernes Lejr (Spejdernes Lejr Marts 2021: 1-13) and further in Lejrgrundlag for SL2022 (Spejdernes Lejr 2021: 1-12). The board of Spejderne has the final responsibility towards SL2022, therefore it is also the board who selects the jamboree chiefs, who have the overall and daily responsibility of SL2022. The board gets involved in decisions ongoing in the process of the project, and they have veto right if a decision is not in coherence with Rammeaftalen for Spejdernes Lejr (Spejdernes Lejr Marts 2021: 9).

1.4.3 Spejdernes Lejr 2022

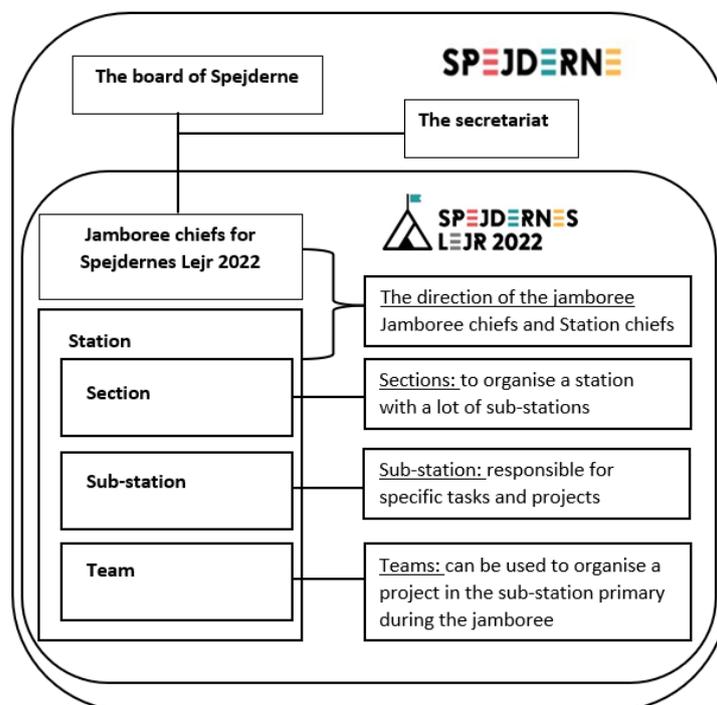
SL2022 is a volunteer driven organisation with a hierarchical structure based on a shared leadership paradigm. The overall management structure of the organisation can be viewed in the figure below:



(Organisation diagram – internal source)

The board of Spejderne is at the top hierarchical level, as they have the final responsibility for Spejderne and thereby Spejdernes Lejr 2022. The jamboree chiefs come next, they have the daily and overall responsibility for Spejdernes Lejr. The jamboree chiefs are in charge of the direction of SL2022, which consists of six stations called: Campsite and infrastructure (LEI), Participants (DEL), Activities and Events (AOE), Communication (KOM), Volunteering and HR (FRI), and Finance (ØKO). The direction of SL2022 is chosen by the jamboree chiefs with acceptance from the board of Spejderne. They are all part of one of the five member associations

in Spejderne. The secretariat consists of four employees, and they are also a part of the direction of SL2022 with an overall supportive function. The secretariat is led by the secretariat chief, who is equal to the jamboree chief in a collaboration. The further structure of the organisation is illustrated in the figure below:



(Appendix 3 – Organisationsprincipper: 13)

Each of the six stations (LEI, DEL, AOE, KOM, FRI, and ØKO) are structured with sub-stations with two responsible persons, which are overall led by the station chiefs of the specific station. Each sub-station can also be divided into several teams focusing on specific tasks. The amount of sub-stations and teams depend on the size of the station. For an example: Campsite and infrastructure, called LEI, is led by Finn and John. In their station, they have a sub-station called “emergency” led by Rune, Jan, and Erling, and under “emergency” is a team called “ambulance” led by Lasse.

SL2022 aims to create a flexible and robust organisation, therefore a shared leadership approach is required throughout the organisation, which means two leaders are expected in each station and sub-station. Additionally, it also applies to the jamboree chiefs, but it is only a wish in the teams under the sub-stations (Appendix 3 – Organisationsprincipper: 14).

1.4.3.1 The Roles of the Stations

Each station has a specific purpose and tasks. In order to gain an overview and collective understanding, the jamboree chiefs have created an overall milestone plan consisting of an overview of tasks and milestones for each of the six stations, the jamboree chiefs, the secretariat, and the direction of SL2022. Furthermore, the jamboree has a collective and overall commissary, which describes in depth the tasks and purpose of above. The Commissary can be seen in Appendix 4 at page 15-26.

The direction of SL2022 are responsible for different stations and tasks, and they also have a responsibility together as a collective direction (Spejdernes Lejr 2021: 7f). To get an idea of the work of the stations, a short overview of each station will be presented:

Station	Called	Station Chiefs	Overall tasks
Campsite and Infrastructure	LEI	Finn and John	They secure the overall infrastructure at the jamboree site and emergency management. They establish contact with local stakeholders (Appendix 4 – 4.6 Lejrplads og Infrastruktur (LEI) Kommissorium: 25).
Activities and Events	AOE	Emma and Daniel	They have the overall responsibility for planning, executing, and evaluating all activities and events for the scouts and guests at the jamboree (Appendix 4 – 4.2 Aktiviteter og Events (AOE) Kommissorium: 18f).
Participants	DEL	Stine and Brian	They aim to secure a great jamboree experience for the participants, and thereby they are responsible for the primary tasks related to the participants of the jamboree for example food (Appendix 4 – 4.3 Deltager (DEL) kommissorium: 20f).
Communication	KOM	Celine and Jesper	They aim to create an overall frame for Spejdernes Lejr in regards to communication, and their task is to communicate both externally and internally (Appendix 4 – 4.5 Kommunikation KOM kommissorium: 23f).
Volunteering and HR	FRI	Jesper, Marie and Johannes	They are responsible for the volunteers in relation to creating a great working environment, recruiting and basis HR in collaboration with volunteer coordinators in each station (Appendix 4 – 4.4 Frivillighed og HR (FRI) kommissorium: 22).
Finance	ØKO	Hanne and Birgitte	They are responsible for budgeting, financial accounting, insurances, contracts and payment methods for the jamboree in a collaboration with a coordinator from each station (Appendix 4 – 4.7 Økonomirådet (ØKO) kommissorium: 26).
Other parts of the Direction of SL2022			
The Jamboree chiefs	LC	Morten and Charlotte	They have the overall responsibility for the jamboree. They are responsible to report relevant elements to the board of Spejderne at all times. (Appendix 4 – 4.1 Lejrledelsen (LL) kommissorium: 16f))
The secretariat	SEK	Secretariat chief: Annette Communication: Bue Fundraiser: Grith Project Worker: Maria	They are a supportive function to the jamboree, and the secretariat chief defines the task of the secretariat in a close collaboration with the jamboree chiefs. The secretariat is employed in the organisation. (Spejdernes Lejr marts 2021: 10)

2 Methodology

This section consists of the philosophy of science paradigm critical realism, the research strategy, the research design, and data collection.

2.1 Critical realism

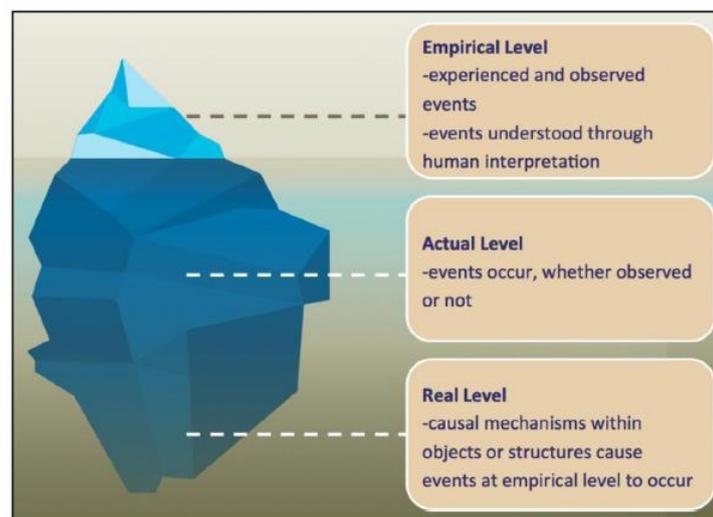
I consider it relevant to apply a critical realism paradigm for this thesis, as it establishes the possibility to get in depth with the underlying mechanism and structures of the social event SL2022. Hereby, I can generate a deeper understanding of my wonders based on the complex organisational structure in constant change. Critical realism determines a possibility to investigate the social event by researching what is happening but also try to understand why it is happening (Egholm 2014: 228). This paradigm establishes a possibility to focus the research on a specific case and thereby concentrate on the entities and their relations as a part of studying the phenomenon (Frederiksen and Kringelum 2021: 20). Hereby, I move between the ontological layers by researching the empirical layer to gain a deeper understanding of the underlying mechanisms and structures emerging at the real layer (Fletcher 2016: 182f). To gain a better understanding of the underlying mechanisms and structures, it is crucial to establish an understanding of the complexity between the entities, the organisation, and the structure of the organisation (Frederiksen and Kringelum 2021: 24). The organisation SL2022 are intertwined with the volunteers of the organisation, as SL2022 relies on the volunteers, and the volunteers are formed by the organisation, but also a part of forming the organisation (Ibid).

The philosophical paradigm critical realism is an alternative to both positivism and constructivism, although the paradigm is drawn upon elements of both in relation to ontology and epistemology. Critical realism works within a scientific field, where methods are not specified, as the goal is to explain social events through structures and mechanisms within (Fletcher 2016: 183). And further by applying a critical realism approach, I acknowledge that I, as the researcher, am affected by existing experiences and thereby established wonders, which is also the starting point for this research. Hereby, the researcher is a part of forming and generating the conducted knowledge (Frederiksen and Kringelum 2021: 22).

Ontology and epistemology are closely intertwined in critical realism since reality cannot be reduced to knowledge of reality, hereby ontology can be perceived as realistic, where epistemology is subjectivistic constructed (Park and Peter 2022: 56). Frederiksen and Kringelum (2021) elaborates: *“by underlining that our knowledge of reality (the transitive dimensions) is not the same as reality itself (the intransitive dimension”* (Frederiksen and Kringelum 2021: 28). Hereby, there are ontological elements we will not be able to perceive, and thereby we cannot for sure create direct knowledge of it, which is an epistemological consequence of doing a critical realism study (Frederiksen and Kringelum 2021: 26). Further, it is also a question of understanding the perceived elements from the layers of ontology, which establishes this subjective epistemology (Park and Peter 2022: 56). As determined, critical realism works within a realistic ontology (Egholm 2014: 228f), which exists as a result of human generating meanings and understandings of a specific social event (Park and Peter 2022: 56). This realistic ontology is divided into three layers (Fletcher 2016: 182). The first layer is the empirical, where we observe social events through experiences and interpretations (Ibid). In relation to SL2022, the empirical layer focuses on the observations and experiences I have had of the complexity in the constantly changing organisation. Hereby, I have experienced those complications, and I have observed the direction of SL2022 talk about it in the planning process. However, it is not possible for me to fully understand the observed event, even though I have experiences with it. Therefore, the next layer is the actual level, it is here where the events actually occur, and there is no filter of interpretation or experiences. Hereby, the events occur without interfering with others (Park and Peter 2022: 56). In the actual level, it is possible to get a deeper understanding of the observed social event of SL2022 by studying it through ex. interviews, and thereby get a better understanding of what occurs. The aim is to get a deeper understanding of

Spejdernes Lejr 2022 occurring on the actual level, which the third level aims to establish. It is important to state when researching the social phenomenon SL2022, elements within cannot be reduced to being products of themselves, instead entities affect and form each other as an important part of understanding the case studied (Frederiksen and Kringelum 2021: 23). The third level is the real, where casual structures and mechanisms exist as a product of the social event, which occurs on the actual level and are experienced on the empirical level (Fletcher 2016: 182f). Hereby, the social event of the constantly changing organisation SL2022 creates underlying mechanisms and structures, which epistemologically can be perceived by gaining a better understanding of the event happening on the empirical and actual levels (Ibid).

Fletcher (2016) explains the researcher's possibility to understand and perceive a social event in relation to the three ontological layers with the Iceberg-metaphor explained in the picture:



(Fletcher 2016: 183)

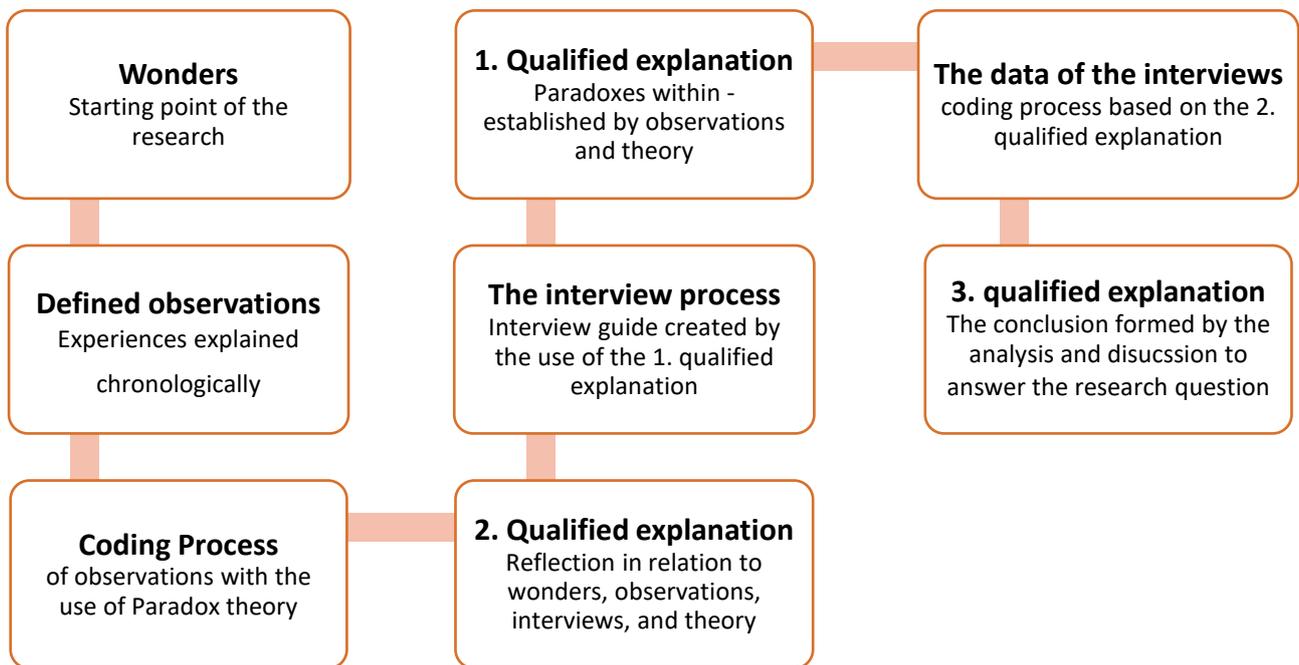
The iceberg-metaphor creates the possibility to explain the ontological and epistemological difficulties of understanding reality and hereby create knowledge of it (Ibid). Fletcher explains: *“this means that causal mechanisms are social products that can ultimately be understood through – and indeed, that exist within – phenomena at the empirical level (e.g. human actions and ideas that are generated by these mechanisms), making these phenomena relevant for scientific investigation.”* (Fletcher 2016: 183). Hereby, epistemology depends on the process of investigating the social events, where the aim is to explain the event through the underlying mechanisms and structures (Park and Peter 2022: 56f). And thereby, it can be emphasised that knowledge is produced by the process of investigating the ontological layers. Egholm elaborates *“we can never be sure that our scientific findings are true and in accordance with reality.”* (Egholm: 2014: 124). The scientific findings of this research can never cover the entire reality of SL2022 in constant change, as social science only reveals aspects of the reality (Ibid). Hereby, the concept of truth relies on the produced knowledge of the underlying structures and mechanisms of the social event to be considered probable (Egholm 2014: 229). Hereby, the element of objectivity and transparency are crucial to incorporate in the research, as the researcher cannot be separated from the conducted research (Frederiksen and Kringelum 2021: 29).

The critical realism paradigm establishes a possibility to research reality in the case of the specific event SL2022, and thereby provides the researcher with the lenses to investigate and thereby seek to understand the complex change structure in depth.

2.2 Research strategy

The research strategy of this project emphasises abduction, which can shortly be explained as a form of reasoning established based on a combination of paradox theory, the critical realism framework, the case SL2022, and the collected data from the empirical world (Chapter 2 Research method: 30). In the desire of creating a coherent abductive research strategy, this investigation has found inspiration in Fletcher’s (2016) work, where she applies abductive reasoning in a critical realism paradigm when analysing the social event of Saskatchewan Farm Women Study (Fletcher 2016: 181-192). Fletcher (2016) establishes a structure of abduction consisting of demi-regularities, thematic coding, and retroduction, which has been a part of forming this strategy. Abduction establishes the possibility to apply theoretical concepts of paradoxes to understand and explain the conducted and coded data of SL2022. Thereby, “*Abduction has been defined as a process of ‘inference or thought operation, implying that a particular phenomenon or event is interpreted from a set of general ideas or concepts’*” (Fletcher 2016: 188). As abduction establishes the possibility to move between theory, the framework, the specific case, and the collected data, the flexibility allows the researcher to come up with a best qualified explanation at different states in the research process (Fletcher 2016: 185). Hereby, triangulation is an important factor, as the access to the unobservable elements of the real domain are limited, which the different data sources in this case can help to establish and thereby increase the explanatory value (Frederiksen and Kringelum 2021: 26).

This research is established based on my wonders of a complex organisational structure at SL2022 and ends with a conclusion of the research question determined by abductive reasoning. The process of the overall research strategy are described in below figure:



To establish a transparency of the process, the above figure will be elaborated in three sections covering the process towards a qualified explanation and will therefore be as following: First qualified explanation: wonders, observations, and coding process, second qualified explanation: the interview process, and lastly, the third qualified explanation: the interview data.

organisation, as the two desires are related to each other and will create each other's boundaries in the process (Lewis et al 2021: 6f). The paradox emerges in the contradiction of wanting more continuity based on recommendations and experiences from earlier Spejdernes Lejr organisations, but at the same time the volunteers want to decide for themselves which recommendations to apply and how to solve a potential assignment (Observation, September 2022 example 1: 6). Hereby, it can be difficult to create the continuity if the next organisation of Spejdernes Lejr disagrees with a decision made by the previous organisation of Spejdernes Lejr. Continuity and innovation can escalate and be more persistent, especially if a side is more dominant in the organisation (Lewis et al 2021: 7).

2.2.1.2 Interdependent contradictions between Bottom-up and Top-down Decision-making

The themes of the observations establish a contradiction between decision-making-power and continuity. I think the element of decision-making-power can be considered a part of innovation in the above established paradox, as the volunteers put it in relation to each other (Observation, September 2022 example 2: 7). However, I perceive a nuance in decision-making-power which is missing from above interdependent contradiction, and I therefore aim to explain it with the use of bottom-up and top-down decision-making.

In the strive for continuity, a need for a more top-down decision-making can be considered needed, as it creates a foundation for creating overall structures from one Spejdernes Lejr organisation to the next (Ibid). Thereby, it has to compromise with the degree of bottom-up decision-making power, as elements will be decided beforehand. Hereby, it is an interrelated contradiction between bottom-up and top-down decision-making, and I empathise the degree of continuity is affected by the desire of decision-making-power within the organisation (Lewis et al 2021: 6f). If the aim is to have more continuity, I empathise a more top-down decision-making can be needed, although it will affect the volunteers' degree of innovative independence. Therefore, I see a contradiction between bottom-up and top-down decision-making within SL2022, as the synergy between the two opposites will create boundaries for one another. The paradox emerges as two contradictory desires are intertwined within the organisation (Ibid).

2.2.2 Second qualified explanation

The interview guide has been formed by the use of the first qualified explanation of emerging paradoxes within SL2022. Starting codes have been established based on the paradoxes between continuity vs. innovation, and top-down vs. bottom-up decision-making-power. Further, the interview guide consists of two statements of the qualified paradoxes emerging to obtain a deeper understanding. I have established a transparency of the reflections made in the process of creating the questions, as starting codes are highlighted in the interview guide. The interview guide will be elaborated in the data collection section and can be seen in Appendix 2 – Interview guide at page 8-11.

The conducted interviews have been transcribed manually to get in dept with the data (Flick 2018: 474f). In the process of gaining a deeper understanding of SL2022 based on triangulation of data sources (Frederiksen and Kringelum 2021: 26), I consider potential pitfalls of the first qualified explanation. Those reflections are established as a combination of my starting wonders, the observations, the conducted interviews, and paradox theory. As I get deeper into the social case, I also get a better understanding of paradox theory in relation to SL2022, and I start to wonder if the emerging paradoxes are between continuity vs. innovation and continuity vs. decision-making-power. It is crucial to state this reflection process is a part of a coding process happening as a result of transcribing the interviews. Where I wonder if my analysis of my observations are coherent with the interviews before a structured coding process of the interviews has been formed. Hereby, I consider my first qualified explanation has been formed by a combination of paradox theory, which often puts stability vs. change in relation to innovation (Lewis et al 2021: 20), together with my observations where I have perceived it as innovation. However, after conducting the interviews, and as I get back to my

observations I consider the emerging paradoxes between continuity vs. innovation, and continuity vs. decision-making power are not accurate. I think it seems to be more about the influence of a potential process. Hereby, innovation can be a part of this influence process, but the interdependent contradictions are between the need for continuity in the organisation vs. to have influence of a process and thereby be a part of forming the organisation. Therefore, I consider it relevant to apply influence instead as I also believe it combines innovation and decision-making power as a part of the process.

I reconsider my first qualified explanation, as I am now deeper into the process of both data and theory, and I therefore establish a second qualified explanation of emerging paradoxes within SL2022, as being continuity vs. influence. Hereby, innovation becomes a potential tool in the process of being a part of Spejdernes Lejr 2022, but the interdependent contradictions are between continuity on one side and influence on the other side. I consider it a mix between aiming for more stability and thereby continuity from one jamboree organisation to the next, but it is not necessarily about creating something new or innovative. It is more about being a part of the decision-making process and thereby having an influence in the organisation. Hereby, my second qualified explanation has been formed as a result of triangulating data, and I consider it relevant to test this qualified explanation by a structured coding process of the interviews.

2.2.3 Third qualified explanation

The second qualified explanation has been the starting point for coding the interviews in depth. And to gain a deeper understanding of the social event SL2022, the aim is to find demi-regularities at the empirical level of reality in the conducted intensive data. To do so, I have established starting codes based on the second qualified explanation to achieve data reduction of the interviews. And thereby find tendencies in the conducted materials, which I aim to identify by thematic coding of the data (Fletcher 2016: 185). Those starting codes will be elaborated in the data collection section. I find it relevant to apply Flick's steps of thematic coding as a part of identifying demi-regularities. Hereby, I will be able to get in depth with the data, as the coding steps consist of (Flick 2018: 474f):

- Being familiar with the conducted data (by doing manual transcriptions).
- Coding the data based on semantic codes (verbal meanings), and latent codes (underlying meanings).
- Sorting the codes into relevant themes and hereafter into subthemes.
- Creating a visual understanding of the relevant themes for the research.
- Lastly, use the processed themes to create a useful analysis based on the conducted data. (Ibid)

After the coding process, the analysis begins where triangulation is important, as it establishes a potential better understanding of the unobservable parts of the real domain (Frederiksen and Kringelum 2021: 26). Further, the combination between paradox theory, the critical realism framework, the case SL2022, and the collected data from the empirical world (Chapter 2 Research method: 30) are crucial, as it established the potential for a third qualified explanation of the research question. In this process retroduction is desirable, as observed elements can be analysed with the use of theory to gain a deeper understanding of the plausibility of existing unobservable elements at the real layer (Frederiksen and Kringelum 2021: 26). Hereby, the analysis and discussion can determine the underlying and unobservable elements of SL2022 to gain a deeper understanding of the complexity of the interdependent contradiction perceived as a part of the second qualified explanation. This step moves between context and abstraction and back again, which allows the process to get in depth with the underlying mechanisms in order to understand them both in relation to context and theories (Fletcher 2016: 189).

As a result of working in depth with the data by the coding process, I have established a new awareness of the second qualified explanation. Here, the paradox is perceived as an interdependent contradiction

between continuity and influence, and thereby the paradox of continuity and influence were the starting point. By applying abductive reasoning, I got to the awareness it is not a paradox of continuity and influence, as those are underlying mechanisms and structures affecting the paradox within the organisation. Hereby, I instead see a paradox of stability and change, which is a paradox established based on the literature (Lewis et al 2021: 38). I find it important not to define my own paradox, but instead use the academic existing paradoxes, and hereby be able to investigate the underlying mechanisms and structures of SL2022 to gain a better understanding of its complexity in the volunteer organisation in constant change. Hereby, I perceive my first and second qualified explanations, as crucial starting points for understanding the underlying mechanisms of the paradox within stability and change. This reflection is the starting point for the analysis, and the third qualified explanation will be formed by a further process of abductive reasoning. Therefore, the process explained above is a crucial part of establishing the possibility to come up with the third qualified explanation of the research question, which will be elaborated in the conclusion.

2.3 Research design

This research concentrates on the specific case of SL2022, and therefore a case study has been conducted, as it creates the ability to get in depth with a single organisation (Bryman 2016: 60). Further, critical realism establishes a lens to investigate a specific case (Frederiksen and Kringelum 2021: 20), which I consider a relevant point for conducting a case study to investigate my wonders of SL2022. Hereby, the organisation Spejdernes Lejr 2022 *“is an object of interest in its own right”* (Bryman 2016: 61), and as the researcher I aim *“to provide an indepth examination of it”* (Ibid). A case study provides the ability to get in depth with a case in order to *“reveal the unique features of the case”* (Ibid). A case study establishes a closeness to a social phenomenon, and it is thereby possible to get in depth with the defined reality of SL2022 to obtain a nuanced picture of the case (Flyvbjerg 2006: 223). Hereby, a case study also allows me as the researcher to get in depth with my wonders and thereby develop the learning process of the specific case to gain a better understanding of its complexity (Ibid). I perceive SL2022 as an extreme or atypical case, as it is a volunteer organisation in constant change, where engagement and influence are interdependent, and thereby parts of forming the organisation. Hereby, there is a crucial need for influence to secure the engagement of the volunteers, which I consider adds a complexity to the organisation, and thereby forms the argument for being an extreme or atypical case. The generalizability stays inside the organisation, and the potential learnings from this research, can be a relevant starting point for further wonders and research in relation to volunteer driven organisation in change (Flyvbjerg 2006: 226f). The case study is an important part of the abductive reasoning process, as the data allows me as the researcher to get in depth with the complexity of the change organisation. Hereby, the data from the case are a part of establishing the qualified explanations for paradoxes within SL2022, and thereby the learning process determines nuanced information of the case.

As a part of doing a case study, my role as the researcher are essential to reflect upon (Flyvbjerg 2006: 236), and as I am a part of the organisation, I consider it even more crucial to be reflected and transparent. SL2022 is not only an interesting case, but also my workplace for more than two years, hereby I consider myself an insider participant observer (Unluer 2012: 2). There are advantages and disadvantages of being an insider of the organisation, and to achieve valid research it is important to be transparent about it. In relation to the case study an advantage is that I have insider knowledge of the organisation in relation to both formal and informal structures and power relations (Unluer 2012: 5). Further, it has been easy for me to get the respondents I needed for the research, as the direction of SL2022 was happy to help with the research. I also consider it an advantage that my wonders are established based on insider observations and ongoing knowledge about frustrations in the organisation. However, this can also be considered a disadvantage, as the potential for overlooking relevant elements is bigger, when being an insider (Unluer 2012: 6). Hereby, it is important to continually reflect upon the collected data, as the potential for making assumptions are a possible pitfall

(Ibid). The insider researcher has to be aware of: “*your whole self is engaged in the research process*” (Coghlan and Brannick 2001: 41), and it is important to be aware of the complexity in relation to preunderstandings, the role duality, and organisational politics (Coghlan 2007: 339f). Further, paradox theory establishes a need to reflect upon who is experiencing the paradoxes together with the role of the researcher (Andriopoulos and Gotsi 2017: 518). As I am an active part of Spejdernes Lejr 2022, I am a part of experiencing the paradoxes emerging. However, I also aim to investigate if my reflections are coherent with the direction’s perceptions by analysing the interviews. Hereby, the paradoxes emerge as a result of the direction’s perceptions with my understanding of it, and it is therefore a combination.

2.4 Data Collection

Critical realism does not empathise with a specific method, and data can therefore be both extensive and intensive. This research concentrates on the intensive data, as the starting point for this research is built upon wonders established through observations and experiences (Fletcher 2016: 185). This section will therefore cover the in depth and interpretative data of observations, and semi-structured interviews conducted with the direction of SL2022. Further, transcriptions, coding, and biases will be elaborated.

2.4.1 Observation

Participant observation is a useful tool to investigate everyday life within an organisation, and as a part of the organisation, I got the possibility to observe real time interactions (Justesen and Mik-Meyer 2012: 96f). Hereby, it creates an opportunity to research the impact of the context in relation to interactions within the organisation, and thereby gaining a better understanding of the social event of SL2022 in constant change (Ibid). As an insider of the organisation, the participant observations have created a starting point for understanding the empirical level of SL2022 (Fletcher 2016: 182). I have been a part of the organisation for more than two years, and I have a close collaboration with the direction. Thus, I consider it determines a solid foundation for establishing relevant observations in relation to the case. A potential pitfall of being an intertwined participant observer is the element of “tactic knowledge”, which is the things within the organisation normally taken for granted (Justesen and Mik-Meyer 2012: 97). Therefore, I consider it important to put my observations and the qualified explanations of emerging paradoxes in relation to the direction of SL2022, and thereby be able to further research the actual level of the social event (Fletcher 2016: 182f).

The observations are built upon my experiences within the constantly changing organisation SL2022, and I have chosen to focus on elements, where I experienced the complexity within the organisation. The observations are overall structured chronologically, and it jumps a bit in time, as it is the relevant experiences which dictate the written observations. The observations can be found in Appendix 1 – Observations of an organisation in constant change at page 2-7. First, the observations establish background knowledge to understand my starting point within the organisation, and the observation period starts at wintertime in January 2021. The observations are structured with a time period, and then the observations are established based on a context, the key observations, and my perceived outcome of the chosen observation. Sometimes elements are written in *italic*, as an indicator for a comment relevant for gaining a deeper understanding of my perception of the observation. As the research focuses on the planning phase, there is no observation for the executing time of the jamboree, but the last observation is from September 2022, as I have chosen to incorporate the evaluation phase as a part of the planning phase.

2.4.2 Semi-structured Interviews

I have chosen to conduct semi-structured interviews in the direction of SL2022, as it provides me with a deeper perspective of the social case. Semi-Structures interviews can challenge the degree of spontaneity ongoing in the interview process (Kvale and Brinkmann 2014: 186). It provides a flexibility to the interview

style, as it establishes the possibility to restructure the questions and themes in the interview process, so it aims to follow the flow of the interview (Bryman 2016: 466f). Interviews are an active process between interviewer and interviewee, which produces knowledge about the social event SL2022 throughout the interaction of the interview (Kvale and Brinkmann 2014: 39). Hereby, the knowledge produced is affected by the social context the interview has been conducted in (ibid). As an insider researcher, the social relationship between the interviewer and interviewee can be considered deep and confidential (Coghlan 2007: 339f). When conducting interviews, I am aware it is not a neutral platform, as the research is established upon perceptions of the interviewee and the interviewer (Kvale and Brinkmann 2014: 131). Hereby, I consider myself as the interviewer to be an active part of the knowledge creation and understanding. The interviews were conducted in Danish, as I consider most nuances and perspectives will emerge when a language barrier is not a potential challenge. Further, the interviews were conducted online at Microsoft teams with picture and sound, as it was the possibility, I had for doing the interviews. Hereby, potential biases can emerge, which I will get back to in a section below.

To conduct a valid interview research, I aim to follow the seven phases of Kvale and Brinkmann (2014), which consist of thematising, design, interview, transcription, analyse, verification, and reporting (Kvale and Brinkmann 2014: 154f). In this section, I am going to highlight the first four phases: thematising, design, interview, and transcription, as it is elements directly related to the data collection. The phases of analysis, verification, and reporting have been covered in the research strategy above. Thematising establishes a foundation for reflections of the aim of the research (Ibid). Here, the interviews create the possibility to research the directions' perception of the paradox between stability and change. In the designing phase, the planning of the interview is done, here I have reflected upon chosen interview persons, which will be elaborated in a below section. Further, it utilises a reflection around moral implications (Ibid), which in this research is highly related to me as an insider of the research. This has been elaborated in the research design above. Thirdly is the interview, which is conducted by the use of an interview guide and will be elaborated below. The last phase is transcriptions, which also will be elaborated in below.

2.4.2.1 Interview Guide

The interview guide is created with a foundation in the observations and can be found in Appendix 2 – Interview guide at page 8-11. Based on abduction, I have established starting codes, which are based on theory in relation to the defined paradoxes emerged by my observations and thereby the first qualified explanation. Those starting codes are a part of conducting a valid interview guide, as I aim to ensure that relevant elements are a part of the questions asked (Kvale and Brinkmann 2014: 186). The starting codes are perceived as:

Volunteers	Continuity	Innovation	People-based
Decision-making power	Bottom-up	Top-down	Interrelation
Contradictions	Interdependent	Persistence	Boundaries

The interview guide has been divided into research focused questions, which is the background knowledge for the interview questions. The interview questions are the ones asked in the interview, which aims to create a foundation for being able to answer the research focused questions. And thereby be able to analyse and discuss the conducted data with the aim to answer the overall research question. In the interview guide the starting codes are incorporated in the section under the research focused questions to create transparency of the interrelations. The research focused questions are based on the first qualified explanation of the paradox between continuity and innovation with the aim to first perceive those, but also to gain a deeper understanding of potential strategies the direction use to cope with the emerging paradoxes. Further, the interview guide highlights the possibility for the direction to reflect upon challenges within SL2022, as they

potentially perceive others than the ones I have observed. The interview questions were written in Danish with an English translation, as the interviews were conducted in Danish.

2.4.2.2 Interviewees

As I aim to gain an in depth understanding of the social event SL2022, I find it relevant to use interviewees with a special knowledge about the organisation. Therefore, the interviewees of this research are members of the direction of SL2022. I consider them as members and informants of the case, as they have an in depth knowledge of the perspectives and strategies, which have been a part of forming SL2022 (Kvale and Brinkmann 2014: 138). The direction are volunteers in the organisation except for the secretariat chief, and I empathise they have the best understanding of the paradox between stability and change, as they work at a strategic level within the organisation. To gain the widest possible perspectives within the direction, I have chosen to conduct an interview with one from each station. I have therefore conducted 8 interviews in total with one from each of the stations LEI, DEL, AOE, FRI, ØKO, and KOM, together with one jamboree chief, and the secretariat chief. I consider the chosen interviewees a relevant fit for this research, as it is important, they are reflective and able to explain the underlying strategies and difficulties emerging within the organisation in relation to the focus of SL2022 in constant change.

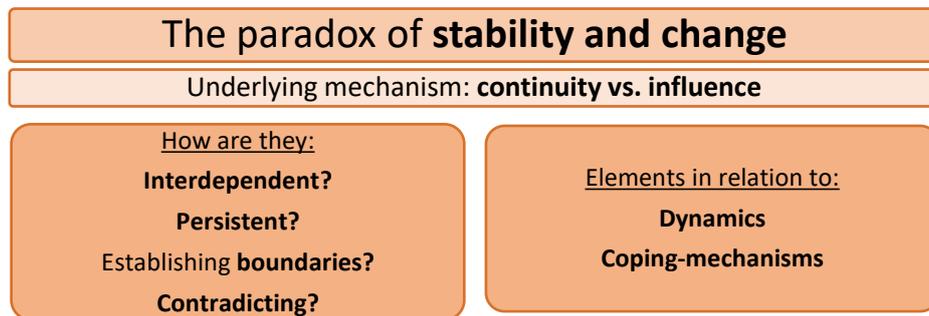
2.4.2.3 Transcriptions

The interviews were recorded, as it provides a possibility to revisit the interviews both for the transcriptions but also if any uncertainties emerge later in the process. As described in the research strategy above, Flick's steps of thematic coding have been used to gain a deeper knowledge of the conducted data (Flick 2018: 474f). Therefore, the interviews are transcribed manually to create this familiarity with the materials, as it is a starting point for the thematic coding process. It is important the transcriptions are done thoroughly, as the quality of the transcriptions can affect the coding process if elements are inaccurate (Bryman 2016: 481). The interviews were collected in Danish, and the transcriptions are therefore in Danish. I have chosen to transcribe and code the data in Danish, and then translate elements and quotes from the interviews, when needed for the analysis. This will be highlighted under each used transcription of the interviews in appendix 5 starting at page 27. To create a more fluent transcription of the interviews, I have chosen not to include any "øh", "ehm", and smaller pauses. Long silent pauses have been written in brackets, as it provides a knowledge of the interviewee's need for more time to think.

2.4.2.4 NVivo as the Coding Tool

To get in depth with the conducted data from the interviews, I consider it relevant to apply the software program NVivo. It provides a possibility to code the data, sort it into the categories and themes, and thereby create an overview. NVivo offers the tool "nodes", which allows me to categorise the elements of the interviews into themes. The nodes can be pre established based on the starting codes and ongoing in the process. After the coding process, NVivo provides the possibility to dive into each node to gain an overview of the elements of the interviews coded in relation to the established node. This overview creates the possibility to gain a better understanding of the conducted data, and which elements of each interview are in coherence with a defined node. As established in the research strategy, the starting codes for the in depth coding process have been formed by the second qualified explanation, and thereby generated as a combination of the observations, paradox theory, and starting reflections of the interviews. However, in the process of establishing the third qualified explanation, I became aware that the paradox between continuity vs. influence are not accurate, as it is instead underlying mechanisms affecting the paradox of stability vs. change in the organisation. Hereby, the starting codes are related to the underlying mechanisms of continuity vs. influence to gain a deeper understanding of those, and thereby be able to perceive a holistic understanding of the

paradox between stability and change. I have tried to explain the interrelations between the starting codes to generate a better understanding:



As the aim is to code the data to gain a deeper understanding of the social event, interpretative codes can emerge in the coding process. In this research, two interpretative codes emerged: volunteers, and motivation / engagement. I consider those to be crucial elements to understand the interdependent relation between the organisation and the volunteers. And thereby a part of understanding the paradox of stability and change.

After the coding process, I have established a visual understanding of the themes by creating an overall description of each together with an overview of the instances coded. And thereby categorised by the number of interviews the theme emerged in and the number of total references the theme generated. The codes in NVivo together with this overview have been important elements for establishing a relevant analysis and discussion for this research.

Themes	Description	Interviews /references
Continuity vs. Influence (Underlying mechanism)	Interdependent contradiction between the underlying mechanisms of continuity and influence. An aim for more continuity from one organisation to the next. And at the other side a need for having an influence as a volunteer in the organisation. This theme highlights when the interdependence are described between continuity vs. influence	8/87
Continuity	Continuity strives for stability, practices, change, and structures which enables the potential for continuity from one jamboree to the next. This theme highlights when continuity is described as a mechanism of the overall paradox of stability and change.	7/22
Influence	Influence indicates a decision-making-power, co-creation potential and thereby having an influence on the processes within Spejdernes Lejre. This theme highlights when influence is described as a mechanism of the overall paradox of stability and change.	6/17
Boundaries	Boundaries between the paradox of stability and change, and hereby how the interdependent contradictions established each other's boundaries.	6/16
Contradictions	Contradictions in relation to the paradox of stability and change when it affects each other.	7/11

Coping-mechanisms	Coping mechanisms within as a result of the paradox of stability and change. A part of understanding the interviewees' mindset and behaviour in the collectivism as a result of the paradox.	8/61
Dynamics	Dynamics focus on actions in relation to creating change as a result of the paradox within. Hereby, the underlying dynamics in the organisation.	8/68
Volunteers	This code has been established in the coding process, as I perceived a need for understanding the dynamics and coping-mechanisms in relation to the volunteers within the organisation. I consider they have an interdependent relation to the organisation, as SL2022 are built upon a foundation of volunteers. Volunteers are a dual force in the organisation both in relation to generating engagement, results, and recruiting.	8/32
Interdependent	A paradox are interdependent, and it often has a dual force and synergy to the contradictory elements. This code established when the paradox has interdependent elements in the interviews, but I have also used it as a part of the volunteers, as there is a crucial interdependence between the organisation and its volunteers.	8/37
Motivation / engagement	SL2022 is a value-based organisation, and ongoing in the interviews the interviewee talked about motivation and engagement both in relation to themselves but also other volunteers. I therefore established this code, as I find it relevant to dive into the motivation / engagement of the volunteers in relation to the paradox. I consider it relevant to gain a deeper understanding of the paradox of stability and change.	7/32
Persistence	A paradox is developed over time, and it is persistent in the form. This code has been used as an indicator for the development of the paradox primarily with the use of time.	7/21
Stability vs. Change (The paradox)	The paradox of stability and change develops underlying contradictions and tensions. The paradox establishes a potential for underlying dynamics and coping-mechanisms in relation to understanding example innovation, control, structure, and collaboration.	8/40

2.5 Bias

Social science cannot be bias free, as the researcher is a part of the process. Therefore, it is also essential to reflect upon biases (Bryman 2016: 384). In this research, I have continually tried to establish a reflectivity of the processes and thereby be transparent of decisions made and potential insecurities. I consider transparency an important part of conducting credible research, as a good process is crucial in social science (Ibid). Hereby, as an insider to the organisation, I consider it crucial to be aware of the knowledge creation process, as I as the researcher can and will affect the conducted data. I have the potential to take elements for granted, if I consider it not important for the context, however it could also be elements, which I misunderstood if I put my own interpretations at first. Therefore, I find it important to be both reflective and transparent upon the process of this research, and I have tried to do so by explaining all elements, but also by taking relevant time to reflect upon steps in the process, and potential pitfalls.

I consider the abductive reasoning approach described and used thoroughly in the research strategy to be an important element of doing a transferable project (Bryman 2016: 384f). It provides the ability to get a better understanding of the research process together with the reflections made. Hereby, it provides the reader

with an understanding of the research process but also a thorough description of the case, which I consider crucial when investigating a social case in depth (Ibid). By establishing a transparency of the research process by thorough descriptions together with reflections ongoing in the process, I consider the degree of dependability to be achieved, as the steps in the process have been described together with the conducted data (Ibid).

As touched upon before, the degree of objectivity from the researcher is affected by the role as an insider to the organisation. However, it is crucial to enable a degree of confirmability (Bryman 2016: 386), which I have tried to achieve by the abductive reasoning approach, where the qualified explanations have been moderated in relation to new findings and understandings of theory, the conducted data, and the research frame. Hereby, the qualified explanations have been starting points for gaining a deeper understanding of the social case, and I have tried to use my observations as a stepping stone to establish a better and deeper understanding of the interdependent contradictions. My ongoing reflections have also been a crucial part of making sure it is the direction's perceptions and understandings which are relevant and not the first wonders I have. Hereby, the wonders have been a crucial part of starting the investigation, but the direction of SL2022 is the important part for gaining a better understanding of the underlying mechanisms and structures. The in depth coding process of the interviews are therefore crucial, as it provides me with knowledge of themes and patterns across the direction. And hopefully it can be an important part of establishing the last qualified explanation for the conclusion.

The interviews have been conducted online by video call, which can make it harder to perceive body language and the atmosphere of the interviewee (Kvale and Brinkmann 2014: 130f). I consider this a potential pitfall, which I am aware of, however I know the interviewees very well, and I therefore also have an advantage of understanding the interviewees' reactions even though they were conducted online. Sometimes it can be challenging to hear recorded online interviews, and thereby do valid transcriptions, but I did not experience troubles in understanding the recordings in this research.

Besides biases, it is also important to reflect upon ethics in relation to conducting social science, as ethical guidelines are crucial to remember ongoing in the reflective process of doing social research (Kvale and Brinkmann 2014: 113f). The interviewees know me very well and trust me, hereby the interviews were trustworthy and confidential, as the interviewees gave in depth information. It is important I use that information in a trustworthy manner, and thereby use the data in a reflective and transparent way when analysing the data. Hereby, I consider it crucial to be critical towards myself as the researcher in the process of managing and analysing the conducted interviews, as I potentially can put my own interpretations first by accident since I am a part of the organisation (Kvale and Brinkmann 2014: 119f). Further, I have only used elements from the interviews, which were relevant for gaining a deeper understanding. The level of anonymity is limited, as it can be possible to identify the interviewees. The direction of SL2022 is limited in numbers, and I have conducted an interview with one from each station including the jamboree chiefs and the secretariat chief (Kvale and Brinkmann 2014: 117f). The interviewees are aware of this fact, and the transcriptions will not be available for others than the supervisor and censor of this project. I consider my above reflections upon transparency and reflexivity also to be relevant in regard to ethics, as it helps in the process of conducting valid research.

3 Theory

This section consists of a literature reflection together with a deeper description of paradox theory applied for this research.

I started to search for relevant papers, which could provide insights and perspectives on the constantly changing organisational structure. In an overall literature research, I aimed to find cases in relation to social change organisations, and volunteer driven organisations. And further in discussions with my supervisor, I ended with three paths, which I found relevant to examine further: Schein's Organisational Culture (Schein and Schein 2017: 17ff), Institutional theory (Kauppi 2012: 1320ff), and paradox theory (Lewis et al 2021: 1-39), sources as examples. With the two first theories, I had a feeling I overall was able to explain the organisation with the use of the theories without researching the case further, however I still did not have the feeling I got to the essence of understanding the complexity within SL2022 in constant change. Wonders was still emerging, even though I could see and explain overall internal and external parts forming the organisation. I was still confused by why the organisation is in this constantly changing structure, when I experience frustrations but also opportunities emerging in the organisation. I therefore find it necessary to examine those complexities by applying a potential both/and mentality (Lewis et al 2021: 13). I consider paradox theory can provide the research with valuable insights as the holistic both/and approach enables a potential for gaining a deeper understanding of the complex organisational structure of SL2022. Hereby, paradox theory can help to create an understanding of my interest to get in depth with the complexity by not only researching the contractions but also how the contractions were interrelated and thereby affected each other and the synergies of the organisation (Lewis et al 2021: 7). Paradox research creates the ability to establish a qualified explanation in a complex organisation structure by applying a both/and mentality. When researching the literature of paradox theory, I experience that it is theories in constant development, and as there is not a set definition of paradoxes. Thereby, it is relevant to reflect upon how a paradox emerges but also who perceives a paradox (Andriopoulos and Gotsi 2017: 513), which has been done as a part of the research design.

3.1 Paradox theory

This section consists of a literature review of paradox theory together with a definition and reflection of the use of paradox theory in this thesis.

3.1.1 Literature review

Paradoxes is an old theoretical paradigm dated back to Ancient Greeks and Eastern Mystics, and first in the 1980s paradox thinking was established in relation to organisations (Smith et al 2017: 3). The complexity of organisational life is increasing, and paradox theory is considered a relevant tool to establish a better understanding of the complexity within an organisation (Andriopoulos and Gotsi 2017: 513). Thus, over the last ten years the study of paradoxes in organisations have grown extensively (Lewis 2021: 21), and scholars perceive paradoxical thinking differently depending on their organisational starting point (Smith et al 2017: V). Paradox theory is therefore complex with various sets of definitions and understandings amongst scholars (Smith et al 2017:1). Overall, paradox theory can be considered a lens to engage and thereby create understandings of the complexity increasing in the world. In relation to investigating organisations, Paradox theory is relevant when aiming for investigating a social phenomenon. And thereby establish a greater understanding of potential wonders, as it provides the research with a holistic point of view by applying a both/and approach (Lewis et al 2021: 5).

At a starting point paradox theory was considered a meta-theory in relation to organisations, which were used as an add on to establish a greater understanding of a complex phenomenon in relation to other theories (Ibid). Some scholars still perceive it this way, however other scholars argue paradox theory can be perceived as a theoretical paradigm of itself. It provides the possibility to get in depth with the complexity of social phenomena by applying a both/and mentality to understand the underlying structures of the interdependent contractions within (Ibid). Hereby, paradox theory establishes a framework for gaining a deeper

understanding of the contractions operating within the phenomenon, which also generates this complexity. And by applying a holistic paradigm it challenges the researcher to generate a deeper understanding by perceiving the complex phenomenon from different positions (Lewis et al 2021: 22). It is hereby possible to investigate the social case SL2022 in relation to the perceived wonders of a complex change organisation. Thereby, it is hopefully possible to perceive the underlying structures and mechanisms which increases the complexity within the organisation. Paradox theory thereby establishes a potential for gaining a holistic picture of a complex case, where the aim is not to settle with understanding the tensions, but also how those are interrelated (Lewis et al 2021: 7).

Paradox theory establishes a paradigm shift from understanding dominant forces to instead understanding the intertwined nature of dual forces (Lewis et al 2021: 23), which establishes this thorough and holistic point of view within a phenomenon (Ibid). However, paradox theory is still under development in regard to organisational theory, and it is therefore critiqued for the limitations in relation to missing legitimacy (Lewis et al 2021: 2). Furthermore, some scholars find it abstract and too philosophical to understand and apply in an organisational setting. However, other scholars perceive it as a great opportunity to generate this holistic view on a social phenomenon (Ibid). The missing legitimacy establishes a complexity of paradox theory, as it is methodologically still under development. I consider it relevant to remember this critique in the process of conducting this research, as it establishes limitations for the research as well. I therefore find it crucial to continually reflect upon choices when applying paradox theory, as the field is in constant development (Andriopouloos and Gotsi 2017: 518). Hereby, I accept the complexity within paradox theory and the importance of choosing a relevant paradigm of paradox theory for getting a deeper understanding of SL2022. I further consider paradox theory relevant to apply, as I aim to investigate the case in depth by retroduction, which paradox theory can help to achieve by creating a framework for understanding different perspectives for the complex case. Thus, I believe I will be able to analyse the social case in depth and thereby gaining a deeper insight of the underlying mechanisms and structures by establishing an understanding of the intertwined contractions (Lewis et al 2021: 23). And as a part of this reflection, scholars argue paradox theory creates a valuable loop between academia and practices when applying the potential for a both/and mentality, as the research gets all around the social phenomena by moving between macro and micro levels within (Lewis et al 2021: 25).

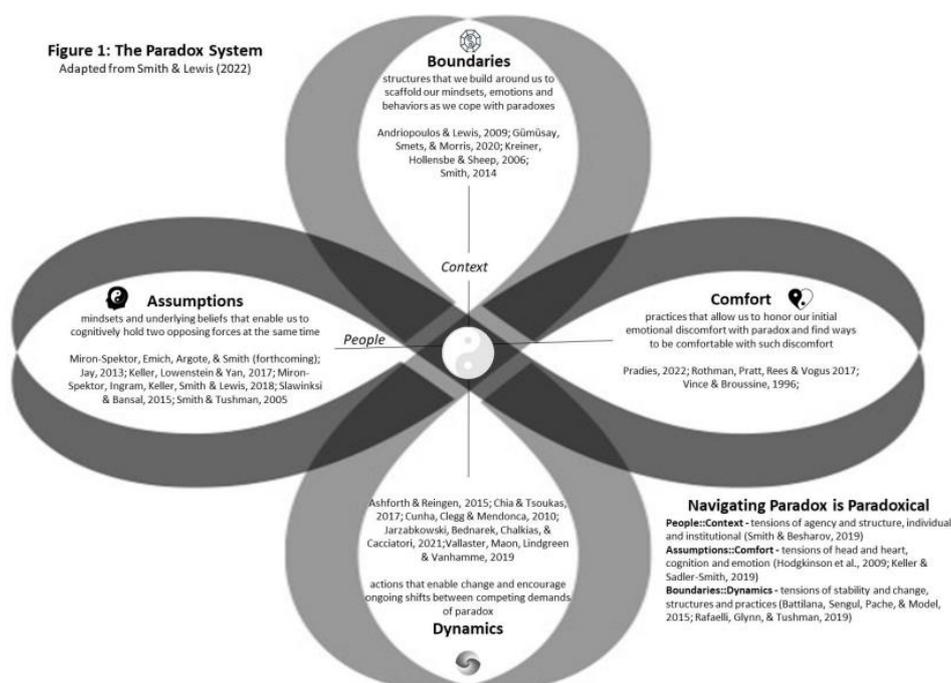
As stated above paradox theory is relatively new in the organisational field, and therefore it is also missing nuances of how to conduct paradox research, especially in relation to who experiences the paradoxes and how can a paradox be identified (Andriopoulos and Gotsi 2017: 513). Therefore, it is crucial to establish a relevant framework for working with paradoxes else the complexity can be overwhelming. This complexity can be minimised by ongoing reflections in regard to the chosen framework, and hereby accept the fact that paradox theory can be considered challenging to apply. Those reflections will also be elaborated in the next section.

3.1.2 Definition in this Research

In relation to organisations, paradox theory creates a holistic and dynamic understanding of the paradoxes within (Lewis et al 2021: 4). Paradoxes can be perceived everywhere in organisational life, as they emerge in the constellation of the organisation for an example between stability and change, and flexibility and control (Smith et al 2017: 1). I consider those could be the cases of SL2022, as the wonders of the social event are based on the complex organisational change. Hereby, paradox theory establishes the possibility to investigate the complexity within the organisation in relation to a specific phenomenon (Lewis 2021: 23).

In this research, paradoxes are defined as: *“contradiction, Interdependence, and persistence. Paradoxes involve dualistic forces that are both in opposition to one another, yet are also reinforcing and synergistic, such*

that one element defines the boundaries of the other.” (Lewis et al 2021: 7). And by investigating underlying paradoxes within a social organisation, it “offer us a chance to reframe the context and invite alternative responses” (Lewis et al 2021: 8). Hence, it is possible not only to establish an understanding of the interdependent contractions within an organisation, but also how they are intertwined. Thereby, it is possible to create this holistic understanding of the context within. When operating with paradox theory, it is crucial to understand that navigating paradoxes are paradoxical, as there will be interrelated contractions within the paradigm (Lewis et al 2021: 18). Smith et al (2017) explains: “we soon became aware that we were surfacing the paradoxes of paradoxes – contradictory, yet interdependent perspectives on paradox enveloped in the core theoretical assumptions.” (Smith et al. 2017: 4). I therefore consider it crucial to choose a fitting framework for working with paradoxes within SL2022. The paradox paradigms contain different focuses, and it is therefore important to apply a relevant paradox paradigm to the specific case. I empathise that Lewis et al’s (2021) paradox framework provides this overview and are therefore relevant to apply in a theoretical reflection.



(Lewis et al 2021: 38)

The framework establishes different positions between context and people (Ibid). Assumptions (Lewis et al 2021: 12) and comfort (Lewis et al 2021: 16) work with paradoxes in relation to people. Where assumption puts mindset and beliefs in focus, comfort focuses on our coping emotions in relation to emerging paradoxes, and here tensions emerge between head and heart (Lewis et al 2021: 38). Boundaries (Lewis et al 2021: 14) and dynamics (Lewis et al 2021: 17) work with the context of paradoxes. Where boundaries focus on the structures we create to cope with paradoxes, dynamics focus on the actions, which are created to establish change in relation to paradoxes. Hereby, tensions emerge between stability and change, and structure and practices (Lewis et al 2021: 38). I consider it relevant to apply the context focus, and thereby get in depth with dynamics vs. boundaries, as the organisational structures of SL2022 operate within a complexity between stability and change. Hereby, I consider the context framework establishes the possibility to gain a holistic understanding of the social case, and thereby be able to dive into the synergies between the complications emerging amongst dynamics and boundaries. Where boundaries enable a possibility to understand paradoxes by investing the coping mechanisms in regard to mindset and behaviour in the collectivism of the organisation (Lewis et al 2021: 14f). Dynamics focus on understanding paradoxes as a motivator for change,

hereby paradoxes are investigated by understanding the underlying dynamics within the organisation (Lewis et al 2021: 17f). Dynamics focus on control vs. collectivism (Ibid), where boundaries focus on differentiating vs. integration and hereunder the guardrails offer for potential structure within (Lewis et al 2021: 14f). Both paradigms contribute to a deeper understanding of SL2022, as the paradoxical tensions between the two paradigms enable a perspective of stability vs. change (Lewis et al 2021: 20). Stability and change generate potential outcomes from dynamics and boundaries, which I consider relevant to set in relation to one another, as innovation, control, structure, and collaboration are important factors for understanding the social case better (Ibid). These tensions are fed by the fact that forces often require an opposite force. For example, innovation needs a degree of stability (Ibid), which is quite interesting for the case of SL2022, as the starting wonders enables this complex perspective. Boundaries enable the potential for understanding the underlying coping mechanisms within the organisation, and thereby examine the group mindset and behaviour, as scholars argue it is a part of forming the organisation (Lewis et al 2021:14f). The coping mechanisms within enable potential stability and can be investigated by the underlying mechanisms of a wish for continuity. Further, dynamics creates a framework for understanding the aim for change within SL2022 as a reaction to the paradox. And I hereby consider the underlying mechanisms of influence in the organisation can be relevant to get in depth with. Based on those reflections, I consider it possible to get in depth with the paradox of stability in change, and thereby investigate the underlying mechanisms of continuity and influence by applying a mix between boundaries and dynamics. Hereby, it establishes a framework for understanding the complexity of working within a paradoxical field, and thereby get a deeper perspective of the factors enabling coping mechanisms and tensions within the paradox between stability and change.

4 Analysis

This analysis aims to investigate the direction's perception of the constantly changing organisation Spejdernes Lejr 2022 by analysing the underlying mechanisms and structures in relation to the paradox of stability vs. change. The findings will therefore be based on the direction of SL2022's perception and formed by my understanding of the case.

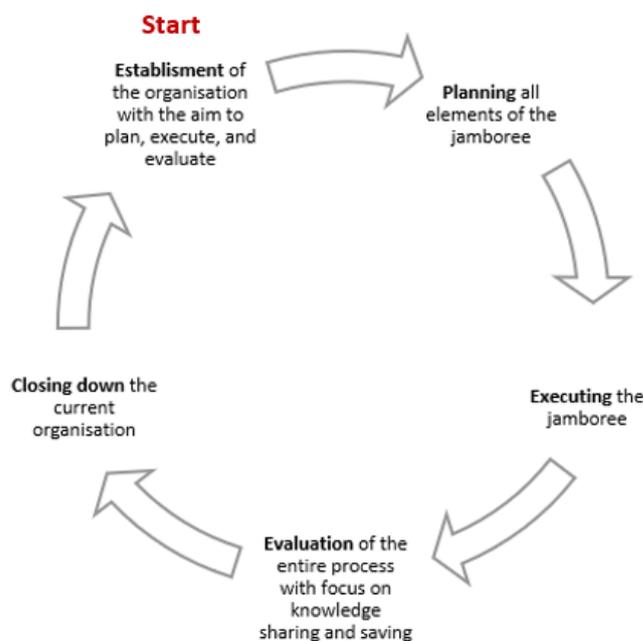
At earlier stages in this research, I considered SL2022 operated within a paradox between continuity and influence, however I am now aware continuity and influence are mechanisms affecting and forming the organisation instead. Based on Lewis et al (2021), I argue Spejdernes Lejr 2022 operates within the paradox of stability and change, as I consider the context, structures, and actions in the organisation are parts of forming the underlying structures and mechanisms. Hereby, the paradox of stability and change are formed, and to gain a deeper understanding, I consider it crucial to investigate those underlying elements in depth. Hence, I argue following elements are essential to establish a greater understanding of as a starting point for diving further into the paradox of stability and change:

- The structural complexity
- The role of engagement and influence

Overall, I argue the paradox of stability and change are formed and affected by the volunteers in the organisation. On one side I see a wish for direction and overall frames, and on the other side there is a need for the opportunity to have influence and participate in decision-making. This argument will be a key stone for the analysis, as I believe the organisational structures together with the actions of the volunteers are essential parts of forming the paradox of stability and change in Spejdernes Lejr 2022.

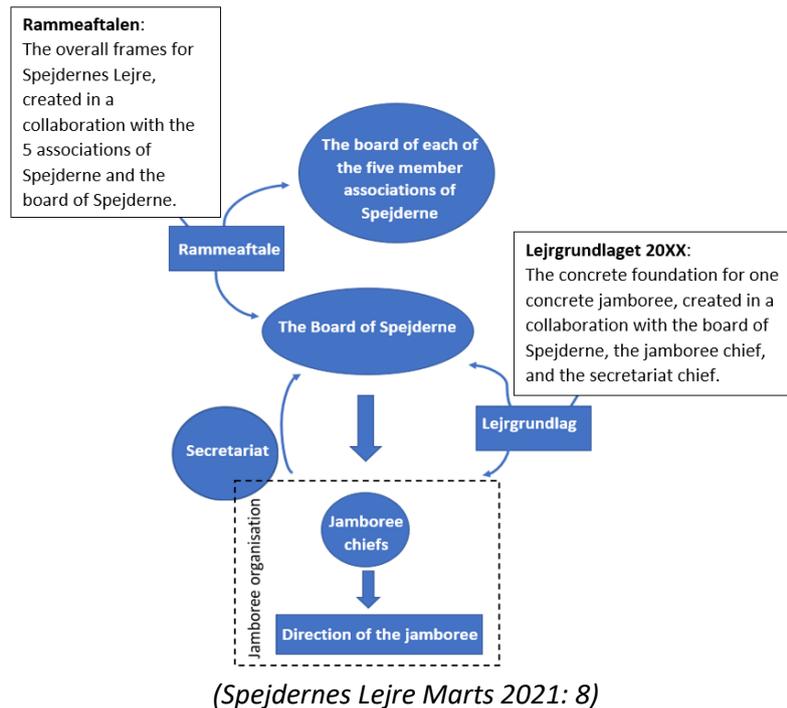
4.1 The Structural Complexity

The organisation SL2022 follows an organisational circle with the elements of establishment, planning, executing, evaluation, closing down, and then it starts all over again with the next jamboree event in focus. Hereby, Spejdernes Lejr 2022 is an organisation in constant structural change, as the organisation is formed and developed every four years. To explain the flow, I have established below figure:



A rotation takes approximately four years, and it starts with the establishment of the organisation (overall structures and organising), next comes the planning of the jamboree, then the execution of the jamboree, the evaluation of the entire process (with focus on knowledge sharing and saving), and lastly the current organisation close down. In the establishment and planning phases, knowledge from the previous jamboree (evaluation phase) is drawn upon, and therefore the elements within the circle are intertwined. Overall, the organisation closed down, apart from the secretariat, which is a consistent element. Often, there will also be repeated volunteers from one jamboree organisation to the next, sometimes in the same position other times in new ones.

Spejdernes Lejr 2022 is formed by a shared leadership paradigm, where every leadership position consist of two persons (Appendix 3 – Organisationsprincipper for SL2022: 14). The overall management structure of the organisation can be viewed in the organisation diagram on page 4. And as stated above, this analysis focuses on the direction of Spejdernes Lejr 2022, which consists of the six stations, the jamboree chiefs, and the secretariat. To provide an overall framework of Spejdernes Lejr, the board has established two structural documents – Lejrgrundlaget and Rammeaftalen. Those documents have been starting points for the direction to gain an understanding of their tasks. Overall, the Union Spejderne is responsible to be the collective voice of the five member associations, and the jamboree chiefs are responsible to involve the board of Spejderne ongoing in the process of SL2022. To achieve this, Rammeaftalen and Lejrgrundlaget are crucial elements, as below figure indicates:



The figure shows the stakeholders are intertwined, and it indicates that *Rammeaftalen* and *Lejrgrundlaget* generate a foundation of creating a common understanding and expectation to the collaboration of Spejdernes Lejr 2022. Thereby, the aim is to create coherence between the five scout associations of Spejderne, the board of Spejderne, and the organisation of SL2022 (Ibid).

Rammeaftalen and *Lejrgrundlaget* are two formal documents of Spejdernes Lejr 2022, and hereby also indicate the overall official structures within. *Rammeaftalen* establishes the overall frames of all Spejdernes Lejr in relation to purpose, values, principles, and organising (Spejdernes Lejr marts 2021: 2). *Lejrgrundlaget* is an extension to *Rammeaftalen*, and it describes elements of the specific Spejdernes Lejr 2022 in relation to the organisation, milestones, budget, and leadership intention (Spejdernes Lejr 2021: 1f). Spejdernes Lejr 2022 is driven by volunteers with the help from the employed secretariat, however *Rammeaftalen* does not indicate the role of volunteers. *Lejrgrundlaget* shortly states the jamboree are executed based on volunteers' effort (Spejdernes Lejr 2021: 4), but the volunteers' overall role and the opportunity for having influence of the processes are not described. Nevertheless, Spejderne is a union, which relies on volunteerism, and I therefore argue it is an informal structure of Spejdernes Lejr 2022, which I will get back to in the next section. Further, as a part of *Lejrgrundlaget* is the leadership intention (Spejdernes Lejr 2021: 7f), which I consider indicates some overall principles for being a volunteer in the organisation. The leadership intention describes that the members of the organisation SL2022 have a common responsibility towards the jamboree and each other, they work together and help each other where it is needed. The direction of SL2022 are overall responsible for ensuring that the leadership intention is a part of their stations, and they work together as a collected direction to create the best possible jamboree. The leadership intention is a tool to make sure everyone in the organisation works towards the same goals and with the same leadership focus (Ibid). They focus on three pillars:

- The goal is to create a great jamboree experience for the participants (Spejdernes Lejr 2021: 7).

- The theme *“Our common future”* is transformed into *“Common about the jamboree”*. Even though, each station has their own tasks to focus on, the organisation is also set to help each other to create the best possible jamboree, even if compromises in their own stations are needed (Ibid).
- It has to be fun and developing to be a volunteer, and it is requested that the leaders in the organisation utilise this actively (Ibid.)

Additionally, the direction of SL2022 creates the overall frames and structures for the jamboree, but decision-making is happening on the execution levels in the organisation. If disagreements emerge, the next level in the organisation helps to make the decision (Spejdernes Lejr 2021: 7f).

4.2 The Role of Engagement and Influence

As Spejdernes Lejr 2022 is a volunteer driven organisation, there is an interdependence between the organisation and the volunteers. I argue the level of influence affects the engagement of the volunteers in the organisation, and I therefore consider the volunteers' engagement and influence to be crucial mechanisms to understand. I aim to describe and explain the overall roles of engagement and influence in the organisation from my perception together with the direction of SL2022. However, when talking about volunteers, it is based on the directions' assumptions of the other volunteers in the organisation together with their own understandings. Hereby, my understanding of engagement and influence in the organisation are formed by my own preconceptions together with the directions' assumptions and understandings. Still, I consider it relevant to establish this overall understanding, as it is a part of developing the further analysis of stability and change.

SL2022 are based on volunteerism, and therefore the organisation depends on volunteers to exist. Hereby, I argue there is an interrelation between the organisation and the volunteers. On one side SL2022 relies on volunteers to function. Thereby, the influence of the volunteers are high, as their engagement are crucial for the organisation, the station chief of DEL explains: *“And when it is a volunteer organisation, then there can be a pressure that we want someone to solve the tasks”* (Appendix 5 – 5.7 DEL: 20.55). This quote establishes the need for volunteers in the organisation, and I thereby consider the volunteers' influence to be high, as it is better to have someone than no one to solve a specific task. And on the other side volunteers are passionate about being a part of SL2022, which I consider is important to understand when working with volunteers. The station chief of ØKO explains the volunteers' passion: *“In reality, I see a mixed motivation. There are some who become volunteers because they want to deliver a great product. There are others who think it did not work last time, so they want to do it better. And then there are some, who wants to try something new (...)”* (Appendix 5 – 5.6 ØKO: 27.01). I consider this quote establishes a complexity within the organisation, as the volunteers' passions are different, and it is crucial to establish a room, where it is possible to outlive the different passions of the volunteers.

For me, engagement consists of a special interest in the given tasks, where it is important to find the best possible solutions, and therefore the volunteers are often emotionally invested in the assignments. I base this definition on the perceptions of the direction, as the station chief from DEL explains: *“Some of the volunteers are very passionate, and they are enthusiastic about the task”* (Appendix 5 – 5.7 DEL: 20.55). This quote indicates a perception of the engagement of the volunteers to be a result of passion to solve a specific task. Further, the station chief from LEI reflects above the volunteers: *“I am going to solve the task, but I want to find out how to do it’ - I believe it is value-based, as I am more passionate about a task if I find the solution myself”* (Appendix 5 – 5.1 LEI: 19.21). For me, this quote indicates the volunteers are engaged by the aim to solve a given task as best possible, and it is crucial for them to have the influence to define how to solve it. Thereby, I argue, engagement is the volunteers fuel to be a part of the organisation, where they are

solving tasks, which they are passionate about and thereby engaged to be a volunteer at SL2022. The quotes from the direction further indicate that engagement is affected by influence, as it is important for volunteers to develop the solution to solve a specific task. This reflection is supported by the station chief from KOM: *"It is important not to detail-manage too much, if we want a high degree of engagement, we have to make a direction but not describe in detail"* (Appendix 5 – 5.3 KOM: 08.00). Based on this, I consider influence to be a mechanism operating within the organisation, as there is an underlying mindset in the direction that influence is crucial for the volunteers. This is also coherent with the leadership intention, described in above, where it is established that decisions are made on the executing level (Spejdernes Lejr 2021: 7f). This argument is supported by the station chief from DEL: *"(...) the more free hands they have, the more engaged they are, and thereby a better result in the end."* (Appendix 5 – 5.7 DEL: 23.32). Hereby, influence is not only a part of forming the level of engagement, but it also establishes the potential for creating a better result. I consider it establishes an interdependence between influence, engagement, and the result of a specific task in the organisation.

In addition, I also consider influence to be a fundamental part of the organisation, as it is volunteer driven. SL2022 is a part of the union Spejderne, which built upon volunteerism, and I believe it is a part of establishing the foundation for influence. Based on the role description in Lejrgrundlaget, I argue the formal structures indicate the organisation is formed and developed by the volunteers in the direction with the jamboree chiefs leading (Spejdernes Lejr 2021: 5f). However, the basis for influence are not described in the formal documents, although I consider it can be perceived by the mindset of the direction, as influence is important for them. I argue the perception can be seen in this example from the station chief of ØKO, where she talks about evaluation for the next direction of SL2026: *"I don't think we can say you need to do like this, then the paper will end in a draw, but instead say there is some recommendations and points of attentions, hereby open so it establish motivation, and the possibility to create own imprints."* (Appendix 5 – 5.6 ØKO: 33.05). This quote indicates, for me, that it is important to make recommendations without establishing defined frames. By establishing the need of others to have influence, it also indicates a need for influence themselves, as the direction considers it a part of being a volunteer of Spejdernes Lejr 2022.

Therefore, the volunteer's degree of influence are a part of forming the organisation, as influence affects the engagement and thereby potentially the amount of volunteers if not met. I see an underlying mechanism in the form of a mindset in the organisation that influence is crucial, which I believe is a part of forming the paradox. I argue this underlying mechanism have been formed by persistence of time, which mean earlier experiences and mindsets have formed the current understanding of influence and engagement in SL2022. Therefore, I consider Spejdernes Lejr 2022 is formed by past jamboree experiences both in relation to the two earlier Spejdernes Lejre, but also based on the mindset of the jamborees held in the five members associations before. Hereby, I argue there is a mentality formed by being a part of the scout movement, where the basic assumptions are, the jamborees are driven by volunteers, and further there is a common understand internally in the scout movement, as ØKO explains: *"It is important volunteers wants to make a common solution. And it is very most given in the scout-context, as people agree the goal is to create a great jamboree."* (Appendix 5 – 5.6 ØKO: 28.14). I argue this quote establishes a fundament for understanding some of the underlying structures within SL2022, as the volunteers have experiences from earlier jamborees and being a part of the scout movement, which establish a fundament for the engagement and hereby also influence based on above analysis. Further, the volunteers are mostly a part of the scout movement, and the direction indicates that there are norms and elements, which the volunteers relies to as "normal", which I perceive by this example from the station chief at KOM: *"we are bound by our common history and culture, which we have from scout no matter which scout association we come from (...) I think every direction and*

every sub-station need to have an understanding of they are a part of creating something new, because the detail in itself can be new" (Appendix 5 – 5.3 KOM: 36.08).

Based on this analysis, I consider Influence to be a part of engagement, which is a part of forming the organisation, as there is an interdependence between the volunteers and SL2022. Thus, I argue the paradox of stability and change are affected and formed by this interrelation.

4.3 Stability and Change

The paradox of stability and change determines an interdependent contradiction as one is a part of establishing the other (Lewis et al 2021: 20). Hereby, stability needs a degree of change to enable stable structures in an organisation, and stability establishes a potential better room for change (Ibid). As stability and change operates within the framework of boundaries and dynamics (Lewis et al 2021. 38), I consider it relevant to investigating the coping-mechanisms emerging as a result of the paradox, together with the dynamics in the organisation. The dynamics and coping-mechanisms allow me to perceive the underlying actions and behaviours as a result of the direction is navigating the paradox of stability and change. Therefore, I argue it provides me the possibility to gain a deeper understanding of the paradox, and thereby be able to investigate the underlying mechanisms and structures to provide a holistic understanding of the complexity within the change organisation of Spejdernes Lejr 2022.

Therefore, I have divided this analysis into three main arguments, which I consider is a part of establishing the paradox of stability and change in SL2022. The three arguments are all interdependent, and I argue:

- SL2022 is not a new organisation, and therefore the paradox persists over time.
- The direction strives for continuity, and hereby stability is a long-term vision.
- The strive for continuity are challenged by the need for influence

4.3.1 SL2022 an Old Organisation

Even though SL2022 is an organisation in constant change starting over every fourth year, I argue it is not a new organisation. This statement are supported by the perception of the direction, as the jamboree chief explains: *"Someone creates a new jamboree, and others repeats it from last time"* (Appendix 5 – 5.5 LC: 00.44), and the station chief from FRI elaborates: *"And maybe, it tricks us a bit, we pretend it is a new organisation, and in practice it is not. And I think it would be better if we made the old organisation stronger or kept the volunteers."* (Appendix 5 – 5.2 FRI: 04.32). Those quotes indicate the underlying structures of SL2022 are formed by the volunteers within, where some see the organisation as new, and others do not. The organisation is therefore not new based on the underlying structures, and the mindset of the volunteers establish a complexity for the direction to navigate within. On one side, I perceive a level of continuity from one organisation to the next as volunteers establish structures and behaviour based on past experiences. Although, on the other side I consider the potential for more continuity and thereby stability are affected by the mindset and behaviour of the volunteers. There is an incoherence between the overall organisational change structure and the mindset within the organisation. This, I argue, is a part of forming the paradox of stability and change, as I consider it is hard to engage stability in the organisation, when the underlying structures in the form of the volunteers' mindset and behaviour are operating in different directions. This reflection is formed by the direction's perception of the organisation in constant change, which the station chief of AOE gives an example of:

"Even though it is an organisation, which open and close, and open and close, there is some culture, which are formed by the organisations, and maybe exactly because it is an organisation which open and close, culture is hard to work with" (Appendix 5 – 5.4 AOE: 02.35).

By this quote I understand that from one organisation to the next, experiences, knowhow, and culture are formed by the volunteers, their mindset and behaviour are parts of forming the current SL2022, which I argue adds a complexity to enable the potential for organisational changes, as a certain degree of stability are needed which is hard to achieve with informal structures affecting the potential for creating stable structures.

I consider the organisation of SL2022 physically stops when closing down, but mentality it continues for the plural of the volunteers, which substantiates the argument that the organisation is not new. This reflection can be perceived by the station chief from ØKO explanation: *“there are some clear structures, but there are a lot of informal structures, which is hard to perceive”* (Appendix 5 – 5.6 ØKO: 02.49). This is an example of the direction’s perceptions that more of the volunteers continue with tasks and structures from previous jamborees in the process of forming the current SL2022. Hereby, the complexity are persistent over time, as the underlying structures develop without being a direct part or understanding of the overall organisational structure. Which means, some volunteers continue with their tasks, as if the organisation have not been closed and new starting points have not been formed by the direction (Appendix 5 – 5.6 ØKO: 02.49). This has an interdependent contradiction, as opposite there are other volunteers, who are new in the organisation, and thereby operating within the terms. I therefore argue, the direction is constantly operating in a complex dynamic with the volunteers. Overall, it has been a challenge for the direction to create a frame for coping with the organisational structure of being a new organisation when the informal structures indicate otherwise and thereby can be hard to foresee. The station chief of ØKO explains:

“I use the agreements and structures established in the direction to work within the organisation, and there I hit some informal structures in the stations, which the stations chiefs are aware of, but it has not been talked about in the direction.” (Appendix 5 – 5.6 ØKO: 01.45).

I believe this quote establishes an understanding of the informal structures of SL2022, and I consider the informal structures exist as a result of navigating within a complex organisational structure, where interdependent contradictions develop. However, I see the awareness of those underlying structures as a strength for the direction when aiming for more stability in the organisation.

Based on the above, I claim one organisation to the next are intertwined, and thereby the complexity is persistent. Some volunteers persist and knowledge documents are saved (Appendix 5 – 5.5 LC: 24.37), hereby the organisations are a part of forming each other’s boundaries, which means SL2022 is in synergy with the earlier organisations. This synergy, I argue, is crucial to acknowledge when developing the further structure of Spejdernes Lejre in the future. As I consider continuity is a flow, where one organisation contributes to the next, and evaluation and knowledge sharing from one Spejdernes Lejr to the next are important, as the station chief of DEL explains: *“I think it is important to go over the evaluation from last, focus on some point, and then discuss what it really says”* (Appendix 5 – 5.7 DEL: 34.17). Based on this quote, I perceive the paradox of stability and change are affected by an interdependent contradiction in SL2022 of having an organisation, perceiving itself as new, and on the other side having elements where they apply and use elements from earlier both direct and indirect. And I wonder: if the organisation is not really new, maybe there could be a potential for rethinking the mindset of SL2022 so instead it is one organisation with different organisational flows focusing on a jamboree at the time?

4.3.2 Stability a Long-Term vision

The direction of SL2022 strives for continuity from one organisation to the next by establishing more stable structures in the form of overall frames. This reflection is supported by the following examples of the station

chief from LEI: *"(...) from our stations, it would be fine, if there was some overarching or repeated structure and decisions"* (Appendix 5 – 5.1 LEI: 25.22), and the station chief from FRI elaborates:

"Continuity and defined frames in relation to basic things, I have wondered why I was hired to an assignment, where so little are defined beforehand, it was only where the jamboree should be, and I wondered why the employer did not define some of the basic elements" (Appendix 5 – 5.2 FRI: 15.08).

Based on those references, I consider continuity to focus on securing a flow between the organisations where there is an acceptance that it is an old organisation with an overall defined structure. I argue this can potentially lead to new starting points in the future, as stability enables the possibility for change in an organisation (Lewis et al 2021:20). Additionally, there is not a wish for establishing a completely new organisation, as supported by the jamboree chief's reflection: *"I believe it is dangerous to create Spejdernes Lejr in a completely new way, (...). It is reasonable to use the experiences from earlier to establish the next Spejdernes Lejr"*. (Appendix 5 – 5.5 LC: 20.48). I argue this aim for more continuity from one organisation to the next enables the potential for a more stable structure. The statement from the jamboree chief indicates, it is crucial for the direction that Spejdernes Lejr is formed by familiar elements and structures directly.

Further, I consider the direction of SL2022 perceives the level of stability to be challenging in the current organisation, as they wish for the future Spejdernes Lejre to have more structures and frames. I empathise that this is a result of continuity at the moment being formed by underlying structures instead of being a part of the formal structures. This reflection is supported by the station chief from DEL: *"Overall, I believe a few but sharp guidelines and management principles are best"* (Appendix 5 – 5.7 DEL: 13.50), and the jamboree chief continues: *"This is the overall frames, and I believe Lejrgrundlaget is a very good document, but it could have more appendixes, so it got more in depth"* (Appendix 5 – 5.5 LC: 05.01). Hereby, the direction strives for a long-term vision (Lewis et al 2021: 14), where stability is the goal to secure an easier flow of continuity in the organisation. I argue the vision for long-term stability can be a part of enabling relevant change for a more stable organisational structure in the future. I consider this long-term vision to be a coping-mechanism for being in a complex change structure, where elements are redefined every time, and at the same time elements consisting of persistent volunteers continue as normal. The coping-mechanism is a way of experiencing how the direction acts in relation to the paradox of stability and change in the organisation. Hereby, the strive for a long-term vision of stability contradicts with an organisational structure in constant change, and I therefore consider the direction establishes this vision to cope with the complexities of being in an unstable structure. I reflect, this complexity establishes an insecurity in the direction, as it is hard to lead and direct, when the organisation is at different stages. Therefore, the direction strives for a better starting point at the next jamboree, which can be perceived by the direction's reflections upon the underlying dynamics in relation to the change structure in the organisation, analysed above. I empathise that the underlying dynamics of aiming for stability in the organisation to be a motivator for change. And further those dynamics are formed by the volunteers, as the informal structures are established as a result of the organisation being old.

Further, if this aim for more stability can be achieved, I argue it also has the potential for establishing a better foundation for change, and thereby creating potential innovative solutions for the future. As perceived by the station chief from KOM's vision: *"Shit, we could do a lot, if the organisation was permanent, then we would not spend so much time on building the organisation, meeting each other, and defining tasks. If the organisation was permanent, then we could focus on innovation to a greater extent"*. (Appendix 5 – 5.3 KOM: 41.18). I perceive this reflection as a potential case of SL2022, based on Lewis et al (2021), who establish: *"structures create boundaries that unleash creativity (...), while changes enable microshifting that reinforces stability"* (Lewis et al 2021: 20). Hereby, I believe the paradox of stability and change in the organisation would potentially develop, as more stability would establish a higher degree of continuity from one jamboree

to the next, and thereby enable potential change. Although, I wonder – how will that affect the need for influence in the organisation?

4.3.3 Influence a Potential Hindrance

I argue the direction's long-term vision for continuity are challenged by the need for influence in the organisation. Hereby, influence becomes a potential hindrance for establishing continuity and thereby achieving the aim for a more stable structure in the organisation. The direction perceives a need for flexibility when striving for more stability, as they thereby believe the organisation can meet the need for influence. Hereby, I argue there is a thin line between stability and flexibility when aiming for new structures in the organisation. I perceive the need for flexibility to be an action for securing influence in the organisation, and the degree of stable structures contra flexible structures are reflected by the direction. The station chief from FRI explains: *"Maybe it is the principles contra content. (...) I believe that we can create some overall frames, but it is important not to make it difficult for the people who are going to solve the assignment."* (Appendix 5 – 5.2 FRI: 17.35), and further the station chief from ØKO elaborates: *"(...) but instead say there is some recommendations and points of attentions, hereby open so it establish motivation, and the possibility to create own imprints"* (Appendix 5 – 5.6 ØKO: 33.05). For me, those quotes indicate a recommendation from the direction, where the overall frames are established, but it is crucial there is a level of flexibility so the future direction can make relevant changes, when it is needed. Hereby, it is important for the direction to establish overall recommendations when evaluating SL2022 without dictating how it should be, as the station chief from LEI explains: *"(...)I believe we overall are a bit afraid of dictating, how someone have to solve something, (...)"* (Appendix 5 – 5.1 LEI: 27.46). Hereby, I consider a contradiction between wanting stability by establishing clear frames, and on the other side the need for influence, which establishes this flexibility to the stable structures. I argue the stability in the organisation can be hard to achieve when the predefined structures ought to be flexible for the future volunteers. Thus, I consider it potentially establishes the opposite than stable structures, as it has to be changeable to achieve influence. I therefore believe it can be relevant to limit the degree of influence, when striving for continuity by establishing some clear overall structures and frames in the future, as it can achieve a higher level of stability in the organisation. The degree of influence can be reduced by pre established stable structure, if it is known beforehand, as the jamboree chief explains:

"It is important for me that the frames are known beforehand. Before I said yes to the assignment, I read Lejrgrundlaget, and when reality then differ from Lejrgrundlaget, I get mad, but if I know beforehand, then I know it is how it is, then I can accept more, than I would if it was changed ongoing." (Appendix 5 – 5.5 LC: 17.30).

This quote indicates a potential for being able to accommodate more stable structures without ruin the need for influence, as pre established structures can be okay, if they are described clearly for the volunteers before they say yes to an assignment. Hereby, there is an important task in informing the volunteers, so the degree of influence does not contradict with their expectations. I consider the above reflections of the direction to be a result of an underlying dynamic, where they indicate potential actions to enable changes in the organisation. And those changes can establish a possibility for more stable structures and at the same time incorporate a need for influence. However, there is also a relevant reflection from the secretariat chief, who perceives:

"We make, as I perceive it, a misunderstood concern for other volunteers' engagement, which we don't know, what is going to be, because there is a discourse about, we cannot make decisions on behalf of others in the future." (Appendix 5 – 5.8 SC: 46.15).

For me, this statement indicates a complexity within the organisation, where the secretariat chief reflects upon the need for influence to be the misunderstood concern of the organisation. Thereby, I consider influence to be a complex element in the organisation. On one side based on the others in the direction's perception, it can lead to dis-engagement if the need for influence is not met. And on the other side, the secretariat chief considers it a misunderstood concern, where the right framing can create possibilities for a more stable structure in the future. Those stable structures, I argue, are also the long-term wish for the direction, and thereby I believe influence if not discussed are a potential hindrance in the organisation.

Besides the directions perceived need for influence in the organisation. I also consider the need for making recommendations instead of new frames to be a result of the directions' understanding of their decision-making-power. I argue this interdependent contradiction are developed as a result of the organisational structure of SL2022, where the mandate for decision-making are defined by the current jamboree and not any further (Spejdernes Lejr 2021: 2 + 6). The secretariat chief reflects upon the directions' perception of the case: *"(...) they believe that they only can decide for this jamboree, and they only have mandate for SL2022, so it is not right to do"* (Appendix 5 – 5.8 SC: 41.27). This statement comes from the secretariat chief, and it is highlighted in Lejrgrundlaget, but the direction does not talk about it directly in the interviews. However, I consider it establishes some relevant thoughts, as the secretariat chief did have a close collaboration with the volunteers in the direction. The quote indicates the direction's starting point for their tasks and collaboration are formed by internal dynamics developed as a result of understanding Lejrgrundlaget, which has been a foundation for decision-making-mandate, cross section areas, and overall frames for being a part of the organisation Spejdernes Lejr 2022 (Spejdernes Lejr 2021: 1-12). I consider the perception of decision-making-mandate to be a potential hindrance for the direction to develop the organisation further than SL2022. I empathise it creates an understanding of the complexity of navigating within the organisation, as they can feel the need for more continuity, but their decision-making-mandate only "allows" them to act upon the current organisation. Hereby, the potential for more stable structures are affected by the mindset of the direction, where they see influence to be crucial, as it is not them, who can decide for the future. Based on this, I consider Lejrgrundlaget can be a part of establishing stable structure for the future, as the station chief of AOE tells: *"Lejrgrundlaget is very vague, and it does not create much continuity."* (Appendix 5 – 5.4 AOE: 15.03). Hereby, I consider the current Lejrgrundlag are missing clear descriptions to enable continuity. And I believe it could be easier for the direction to navigate within, if Lejrgrundlaget, as an overall frame, were more clear with potential appendixes. This statement are supported by this quote from the station chief of AOE:

"In the beginning, I challenged the current LC to explain, what my decision-making mandate was, (...) The current LC had a hard time answering this, and it was a big frustration for month, where we spend a lot of time clarifying it." (Appendix 5 – 5.4 AOE: 30.31).

I argue above have been a part of forming the behaviour of the direction, as Lejrgrundlaget has been their starting point. Hereby, I believe the directions' mindset has been a part of forming the overall organisation in relation to tasks and how to solve them. Especially in relation to understanding the need for influence in the organisation, which I consider important to be aware of, as it thereby can be discussed and worked with for the future.

Further, I argue if the organisation is provided with a more stable structure for the future, I consider a potential for more influence in other areas and tasks. The degree of influence is intertwined with a need for continuity in the organisation, as this quote by the station chief of KOM indicates: *"they want influence, but at the same time they also want direction"*. (Appendix 5 – 5.3 KOM: 39.15). I therefore consider stable structures to establish a room for potential innovative processes where influence is a key. Overall frames and guidelines

provide the volunteers with an idea of how the success criteria for solving a specific task can be. I believe this reflection are supported by Lewis et al (2021), who describe stability and change are interdependent, as one generates the potential for the other (Lewis et al 2021: 20). Hereby, I believe if the organisation creates overall stable structures, then there is a wider space for influence and innovation in other areas, as the volunteers spend less time on defining how the organisation overall should be formed and which systems and structures are needed to solve the overall tasks. This reflection are established based on the interviews with the direction, which the station chief of KOM comes with an example on:

“Shit, we could do a lot, if the organisation was permanent, then we would not spend so much time on building the organisation, meeting each other, and defining tasks. If the organisation was permanent, then we could focus on innovation to a greater extent. So, it is SharePoint, financial-management, collaboration with SAF, and all the things which are underlying structures, then everyone else could focus on creating what is fun and existing, because the structures work.” (Appendix 5 – 5.3 KOM: 41.18).

This analysis establishes a deeper understanding of the complexity within the paradox of stability and change in Spejdernes Lejr 2022. I consider the analysis of the underlying mechanisms of continuity and influence establish a greater understanding of the complexity the direction perceives when navigating in an organisation in constant change. Hereby, the long-term vision for the future development of the organisation establishes an underlying fundament for the complexity the direction experiences in relation to stability and change.

5 Discussion

This research establishes a framework for gaining a holistic understanding of the complexity of operating within a volunteer driven organisation in constant change, where continuity and influence are crucial mechanisms. As this research is an empirical investigation of the complexities of being a volunteer driven organisation, I empathise it establishes a relevant loop between academia and practice (Lewis et al 2021: 25), where the observed practice have been the starting point for the academic wonders. Thus, I consider an academic investigating of the complexities in practice can be a relevant method for organisations to gain a holistic understanding of their paradoxes within. In relation to the academic field of paradox theory, I hope this research can be seen as a part of how paradox theory can be used in an empirical case study. I empathise if more empirical paradox studies are conducted, then there is a possibility to further develop the methodological field, and thereby minimise the complexity of doing paradox research. Although, not said I consider this research to be a complete example of doing paradox study, however I hope it provides a lens to reflect upon relevant dos and don'ts.

I find it relevant to merge the academic field of paradox theory together with the practice world of organisations, as I believe the elements of paradox theory are relevant for organisations to work actively with. It generates the possibilities for deeper understanding without judging right and wrong. And I believe this both/and mentality encourages future discussions when being in a complex setting, and thereby gaining a holistic approach for developing solutions. Where the mindset is not about “eliminating” the paradox of example stability and change but to work actively with it from different perspectives in the organisation. I perceive a resembling to the organisational notion “wicked problem”, which indicates challenges in the organisation where there is not a clear or potential solution (Wicked problems n.d.). And I consider the approach of wicked problems in organisations can be relevant to reflect upon as a part of using paradox theory in practice. Wicked problem is a notion and method for gaining a deeper understanding of the complexities within the organisation, and thereby use it as a foundation for discussions to come up with the best possible solution without trying to solve the problem, as it is not possible (Ibid). Thus, I empathise paradox theory can

be used actively by a similar approach in social organisations. I think paradox theory can establish a fundament to discuss the interdependent contradictions forming the organisation, and thereby be able to cope within a paradoxical setting of being a social organisation. I find this relevant for the case of Spejdernes Lejr 2022, as I consider it important to discuss the paradox of stability and change by applying this academic research, and thereby come up with best possible outcomes for the future. In addition, I consider the mixed complexities of a strive for continuity affected by the need for influence, and thereby the potential degree of engagement of the volunteers to be an organisational complexity, where paradoxical leadership could be a key to apply. Hereby, I see a potential internal discussion based on the complexity of the paradox of stability and change in relation to: *if the organisation is not really new, maybe there could be a potential for rethinking the mindset of SL2022 so instead it is one organisation with different organisational flows focusing on a jam-boree at the time?*

Thereby, I further find it relevant to set this research in relation to Alfes and Langner's (2017) paper about paradoxical leadership, where they highlight how to navigate within the complexity of being a volunteer driven organisation (Alfes and Langner 2017: 98). Paradoxical leadership establishes a framework for understanding and navigating within the complexity of volunteer engagement, as volunteers are different and thereby their engagement are complex. Hereby, Alfes and Langner (2017) argue paradoxical leadership is a relevant tool to apply in a volunteer driven setting, as it provides the leaders with this both/and mentality, where not one leadership style is enough (Alfes and Langner 2017: 97). They talk about a mix between directive and participative leadership to enable volunteer engagement (Alfes and Langner 2017: 98), which I consider relevant in the complexity of Spejdernes Lejr 2022. I see a resemblance between the need for continuity and thereby stable structure at SL2022 in relation to the directive leadership style, where direction and overall frames are defined. And on the other side the organisational need for influence in the process at SL2022, where the participative leadership style generates the possibility for flexibility to establish meaningfulness and enjoyment. Hereby, the right mix between directive and participative leadership generates functional effects of volunteer engagement, which I consider a key factor for operating within the complexity of Spejdernes Lejr 2022 as a volunteer organisation in constant change. Hereby, I see the use of paradoxical leadership to be a relevant lens to apply to this academic research. I consider a combination of doing an academic research together with the lens of paradoxical leadership provides the organisation with the possibility to generate a deeper understanding of the internal complexities together with a relevant leadership perspective of how to actively work with those. And by applying the approach of wicked problem to paradox theory in practice, I consider it enables a coherence between the perceived complexities and potentially ways of working actively with those.

Based on the above, I see this master thesis as an empirical study to gain a deeper understanding of the complexities of the volunteer driven organisation Spejdernes Lejr 2022 in constant change. I hope this research can be a part of gaining more knowledge of how to potentially develop paradox research in the future. And further, I believe it indicates the possibilities for organisations to work actively with identifying the underlying mechanisms and structures of paradoxes within their organisations. And thereby be able to establish the best possible solutions by applying a holistic both/and approach, where there always is a thin line between directive and participative leadership in relation to the engagement of volunteers in a social driven organisation.

6 Conclusion

By the use of abductive reasoning my last qualified explanation is formed in this conclusion. And with the goal to answer the research question: *How does the direction of Spejdernes Lejr 2022 perceive the paradox of stability and change in the volunteer driven organisation Spejdernes Lejr 2022 in constant change?*

SL2022 operates within an organisational circle in constant change, which establishes a structural complexity to the case. Further, it is a volunteer driven organisation, and the volunteer engagement are affected by a need for influence. I conclude those two factors to be the starting point for the complexity emerging within the paradox of stability and change at Spejdernes Lejr 2022. The paradox is affected by informal and formal structures, where I conclude Lejrgrundlaget and Rammeaftalen to be key examples of formal structures. And the basis for influence to be an example of informal structure, as it is perceived as highly important by the direction. Those complexities are a part of forming the underlying structures and mechanisms within the organisation in constant change.

Based on the perceptions of the direction, I conclude the direction operates within the paradox of stability and change. Where the underlying mechanisms of continuity and influence are affecting and forming the paradox by their interdependence contradictions. SL2022 is not a new organisation, and the paradox persists over time, as the underlying structures are formed by the mindset of the volunteers. And therefore, one organisation to the next are intertwined, which establishes a complexity for the direction to navigate within. Based on this, the direction of SL2022 strives for continuity from one organisation to the next by establishing more stable structures in the form of overall frames. I conclude the strive for a long-term vision of stability contradicts with an organisational structure in constant change, and I therefore consider the direction establishes this vision to cope with the complexities of being in an unstable structure. To add an extended complexity to this, I conclude the direction's long-term vision for continuity are challenged by the need for influence in the organisation. On one side, the direction strives for continuity by wanting to establish a long-term vision for more stable structures. And on the other side they perceive a need for influence from the volunteers in the organisation. Thus, engagement is a vital factor for forming the organisation, as the direction perceives influence to be interrelated with the volunteer engagement. Further, I can conclude this interdependent contradiction to be developed as a result of the organisational structure of SL2022, where the mandate for decision-making are defined by the current jamboree and not any further. Hereby, the direction of SL2022 perceives a complexity of wanting more stability on one side, and on the other side they are limited by their decision-making-mandate. I can also conclude, if the aim for more stability can be achieved, there is a possibility to establish a better foundation for change where there is a higher potential for innovative solutions.

Lastly, I conclude a potential relevance of merging the academic field of a paradox research together with the practice world of Spejdernes Lejr 2022. I consider a combination of doing an academic research together with the lens of paradoxical leadership provides the organisation with the possibility to generate a deeper understanding of the internal complexities together with a relevant leadership perspective of how to actively work with those. And by applying the approach of wicked problem to paradox theory in practice, I consider it establishes a room for applying a holistic both/and approach to perceive the complexities within the social organisation, and thereby be able to discuss how to actively work with those.

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