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Diversity Maturity: How are managers in Sweden facing today's diverse workforce?

MBA Thesis

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Abstract

Title

Diversity Maturity: How are managers in Sweden facing today's diverse workforce?

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Course

Master Thesis in Business Administration

Purpose

The purpose with this research is to explore what management is doing in order to successfully manage the diversity needs in their workplace and to put up a conceptual model of the initiatives needed in order to reach a successful diversity strategy implementation. The questions are aimed at finding the barriers for managers to implement a successful diversity strategy. Our goal is to understand where the real practitioners of workplace diversity stand in the subject and which areas they wish could be taken a closer look by the researchers. We would also like to explore how mature the companies really are regarding the subject of diversity.

Method

The method for our thesis was to begin with an exploratory approach in order to gain a better knowledge of the subject and to learn where the literature stands today. To this we have added the collection of qualitative data through interviews made in eight different companies with a total of eleven managers in different levels of the organizations. Once all the data was collected and reviewed we ranked each manager and the company they work for to produce a picture of the diversity maturity present in these companies.

Conclusions

We have come to the following conclusions

- Diversity is a strength and value for companies acting on a global market.

- Diversity within a team make the team more productive, solutions are better since the input are from various angles.
- To successfully maintain a diverse team puts more demands on the manager to realize that everyone is different and not to handle everyone the same.
- There is a high level of maturity found in Swedish managers when it comes to diversity, but areas like training and recruitment policies need to be improved.
- Swedish managers have a vast knowledge of what diversity means to their organizational process.

Keywords

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1 Introduction

1.1 Research Topic Background

Today there are many international companies with people all over the world, managers within these companies very often manage people from different countries, thus different cultures and values. Even local teams are often consisting of people with different cultural background as well as origins. As a result a growing interest from a leadership point of view into how to handle this mix of people in the workplace has emerged. The organizations of today's society are facing a very important cultural challenge: diversity. Diversity has transformed the way corporations handle employee recruitment and training mainly since the 1990´s. Migratory trends in recent decades have contributed to a new workforce with large cultural differences from what was the norm in the previous organizations. (Thomas, 1990) This fact will create new challenges for managers that need to adjust their management styles in order to effectively produce the organization's goals. We believe that managers must act, lead and follow certain number of processes in order to enjoy the benefits of diversity. Some diversity initiatives processes include targeted recruitment, education and training programs aimed at underrepresented groups, career development, mentoring, flexible work arrangement, workshops among others. (Helms, 2009) She also mentions other success factors that must be present at the moment of an organization decides to embrace diversity: differentiation between "managing diversity" and "affirmative action" or "employment equity" initiatives, management support, employee commitment, performance measures and accountability initiatives and evaluation initiatives.

Cross cultural management has recently undergone a rapid development focusing on the management of workforce diversity as a means of obtaining a competitive edge. (French, 2007) It has transformed itself from an initial moral and ethical effort to end with inequality, into a form to address compliance and equal opportunity issues and finally into a way into obtaining organizational goals. Experts in diversity have pointed the benefits of having a diverse workforce and they have also described how organizations can obtain competitive advantages from having a diverse workforce. These goals can be categorized into the following: moral, ethical and social goals, legal obligations and economic performance goals. (Cox, 1993) Stockdale and Crosby (2004) mention a survey conducted by SHRM and Fortune magazine which reported that a majority of the participants believed their diversity initiatives had improved the organization's culture, employee recruitment, and relations with clients, as well as creativity and productivity.

Even with these revelations of known advantages for managing diversity, some organizations have not been able or are not interested into implementing a diversity initiative into their organizational strategy. In a study by PricewaterhouseCoopers, where 103 chief financial officers and managing directors where interviewed, was found that diversity is not a high priority for top executives at a majority of companies. Some companies are still not giving diversity the place it deserves. Others are not looking in the right places when it comes to implant a diversity strategy. The experts point out different reasons why diversity initiative is not resulting in a positive matter for those who chose to embrace it. These include, lack of top management involvement in the process, treating diversity only as a way to comply with the law, not enough resources being assigned, the present cultural values of the companies are being ignored, employee involvement is needed at every level of the company. (Konrad, Prasad, Pringle, 2006) These are just a few examples why it is believed that diversity strategies are failing to deliver the promised results. Not all organizations have failed at their attempts to embrace and implant diversity strategies, which leaves us with a question mark of why this is so.

1.2 Formulation of the Research Topic

We became initially interested in researching this topic because of all the surfacing information in the subject. We wanted to explore what takes for managerial strategies to be successful in a diverse workplace. Dig deeper into the managers daily work with diversity, are they aware of the impact diversity has on the workforce? But also to see how mature the managers and companies are when dealing with diversity, do they know and use the benefits and avoids the drawbacks? As we explored the topic more and more we soon understood just how confusing this subject is. There is a tremendous amount of human characteristics that multiplies as we place different people under the same roof. But as our research in the subject continued we arrived at the notion (as stated above) that managing diversity was not giving the results as promised by the literature, at least it didn't seem like it to us. We read time after time how organizations where not considering the entire spectrum when it came to such topic. Some take ethnics as an approach others gender, and others combine a few diverse characteristics into the initiatives. We questioned ourselves what could be happening in the subject, to have created so many different views and opinions. Some researchers are all in favour of the benefits of managing a diverse workforce and state these benefits in their works. Others have a very critical opinion about it and present works where different disadvantages of managing this workforce results in. We found ourselves with an interesting and confusing point of view regarding the subject. As managers we became very curious to explore what other managers felt about this subject and how they where handling it.

With this work we would like to capture just how much the literature has permeated into the everyday life of managers and we are focusing on managers in Sweden.

We will begin our work by introducing the reader with the literature we have gathered in the subject. Also, what are the success and failure/barriers to management strategies at the moment of implementing a diversity strategy? And what are the benefits expected by taking such actions. We also want to show what topics the literature are stating as important for diversity, such as information, training and so on. Then we will present the research results gathered by personal interviews with different managers of companies located in Sweden. With this we want to make a clear distinction between what's being written and what is being practiced. By applying what we have called a Diversity Maturity Scale with will get the view to just how much knowledge/interest do managers have in the subject. We also want to explore the concerns of the managers, and possibly what they think can be done to improve the managing of a diverse workforce.

1.3 Objectives and Purpose

After reviewing what has already been written regarding this research area, we have concluded that there is a need to present managers with information about what is needed to successfully manage the diversity in the companies they work for. Which are the managerial skills or organizational tools are important to accomplish a diversity implementation and management. The purpose with this research is to explore what management is doing in order to successfully manage the diversity needs in their workplace. We also intend to put up a conceptual model of the initiatives needed in order to reach a successful diversity strategy implementation. We intend to do so by exploring both the maturity of the managers in the subject and their awareness into how diversity affects the organizational process. By evaluating the information available from companies and conducting our own explorative research we hope to find the answer to the question. Since we are using an explorative research method, we have formulated different questions that are aimed to answer our thesis work. The questions are aimed at finding the barriers for managers to implement a successful diversity strategy. Our goal is to understand where the real practitioners of workplace diversity stand in the subject and which areas they wish could be taken a closer look by the researchers. We would also like to explore how mature the companies really are regarding the subject of diversity.

Research Questions

To what extent are the managers in Sweden aware of the impact of diversity in the organizational process?

How mature[1] are managers/companies when it comes to the management of a diverse workforce?

1.4 Outline of the Thesis

This thesis is organized into six chapters. Figure 1: Outline of the thesis shows the outline of the thesis. Chapter-1 is already presented in the current section; the contents of the following chapters are briefed here.

Chapter 1: Introduction

Chapter 2: Literature Review

Chapter 3: Methodology

Chapter 4: Data Analysis

Chapter 5: Summary

Chapter 6: References
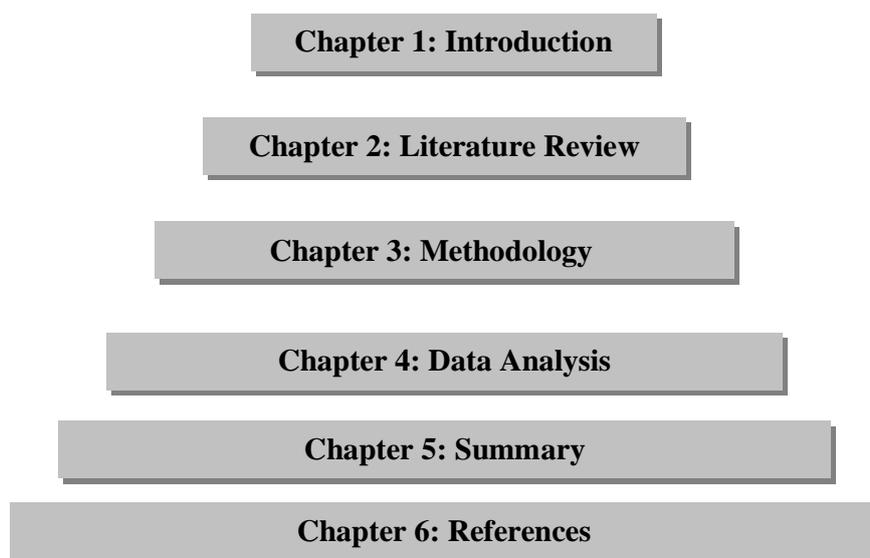
Figure 1: Outline of the thesis

Chapter-2 provides an overview of the state of the art analysis of the existing literature. Chapter-3 presents the methodology used in this thesis. Chapter-4 presents and analyses the research findings obtained through the thesis methodology. Chapter-5 is the summary that contains a set of recommendations derived from the research findings and the conclusions of this work. Finally, Chapter-6 points towards various references that are cited in this thesis. At the end of the thesis

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[1] *By maturity we mean the degree to which the manager understands how diversity can benefit or conflict with the organizational goals. It also includes the manager's understanding of the level of commitment the organization has towards it and to which extent are they prepared for the task.*

document, a set of appendices are included that contain the questionnaires of the survey forms used to collect primary data for this work.

2 Literature Review

In this chapter we will analyse the literature, we would like to give the reader an idea of how diversity has become what it is today and what it means to present organizations in general, but also what it means to the organizations in Sweden where the study has taken place. In order to do so we need to explore the areas of diversity that has a marked effect in the workplace and its management.

2.1 Diversity

Diversity is defined by Roosevelt Thomas (1992) as a multidimensional mixture where every aspect of the individual is included. This definition includes an infinite variety of possible dimensions other than race and gender. This mixture is also characterized by including both differences and similarities, and stresses that diversity should be understood as the final product of mixing together old and new characteristics and not just in term if the later ones. We have chosen this to be the definition that will be used for our study as well. We want to study diversity in the workplace as a whole and not just refer to it in terms, for example, of gender and ethnical background. We want to be able for managers to express their thoughts without restricting them into certain human or social characteristics. This in hope to give way for managers to include the characteristics that they feel contributes positively to the entire business process. Below we will explain that this has not always been the case, making finding a proper definition of diversity with regards to the workplace a challenge itself. While some organizations can be homogeneous regarding their race and gender, they can also have other areas that have marked diverse characteristics. Diversity has become a very popular trend among organizations, in hopes of improving their organizational processes and gaining competitive advantages from the creativity that a diverse workforce brings them. But there is much more to this trend than that and we will try to present briefly the events that have lead to the diversity issue as its known today.

The beginnings of the diversity movement can be traced back to the 1960´s in the United States of America (USA), and other so called new immigrant nations. (Prasad, Pringle & Konrad, 2006) These migratory movements all across the world changed the one time homogeneous faces of many countries and resulted in a range of cultural tensions and exclusionary practices. At least initially at social levels, diversity started to gain the interest of many. Incrementally the changes in the demographics of these countries started to reflect in the workplaces. Discriminatory acts, mainly directed to women and immigrants also began to fill the workplaces. These acts started to be addressed by implementation of laws, primarily referred to as Equal Employment Opportunity

laws (EEO). The goals with these laws where to give opportunities to qualified women and minorities that up until then had been left outside the labor market. (Thomas, 1990) Mlekov and Widell (2003) discussed the developments of the actions of the American development of the working diversity environment, which we will present in the time table below:

1960´s	1970´s	1980-1990´s
EEO-Legislations	Affirmative Action (AA)	Diversity Management
Social Changes: Citizen Changes	Different discriminated groups obtain the right to education and work	Management theory: Inclusion of all people
Assimilation	Assimilation	Inclusion

Table 1: American development of the working diversity environment (Mlekov & Widell, 2003).

Originally employees were expected to assimilate to the organization's point of view and act accordingly if they wanted to stay in the job. This view left no space for originality and diversity among employees. For the most part employees were selected for the job only if they met the criteria that matched those cultural values/actions of the organization. In the beginning of the 1990´s the activities resulting from equal employment opportunity (EEO) and affirmative action (AA) regulations lead to the formation of the workplace environment as we know it today. In the present we can find co-workers that represent a varied mix of characteristics, resulting in what we are calling today diverse workplaces. EEO can be defined as laws which together forbid discrimination on the basis of sex, colour, race, religion, national origin age or physical ability and AA as positive steps to reduce underrepresentation in situations where a pattern of past discrimination has occurred. (Miller, 1998) As organizations started to comply with EEO/AA regulations their workforce, previously mainly white males (when referring to the USA), started to change into a more diverse one. After these regulations opened the doors to different employees, the task of how to manage this new workforce became the new issue. Thomas (1990) compares this as EEO/AA being the facilitator of new fuel into an engine, new people through the front door, but it is something else that gets them into the driver's seat. These equal rights legislations and the affirmative actions policies are prerequisites for the development of diversity management because they create the social, legal and organizational environment on which diversity management initiatives can be based on. (Mor Barak, 2006) Workplace diversity presents organizations with opportunities to create organizational changes that foster the positive human potential of their employees. (Stevens, Plaut and Sanchez-Burks, 2008) These authors suggest that by maximizing inclusion and minimizing resistance, workplace diversity will reach

that potential. This task is what we call today: managing diversity. Taylor Cox (1993) gives us his definition of what it is to manage diversity: "planning and implementing organizational systems and practices to manage people so that the potential advantages of diversity are maximized while its potential disadvantages are minimized." We believe that managers have been attempting to do this exact same thing for the past couple of decades. Many without having any clue that they where implanting any specific diversity initiatives, but out of the simple need of improving their organization's bottom line and to manage any changes in the working environment as a result of the introduction of new characteristics to their work groups. Once the workforce stopped being homogeneous (1980´s) and therefore manageable, then suddenly the new workforce has appeared as a new challenge to managers. (Kalonaityte, 2008) Those who better adapted to the changes probably found ways to deal with any possible conflicts that occurred in the process. It might seem that the inclusion of new characteristics into the workplace is a simple matter that managers just have to address like anything else in their daily activities, but it has proven to be a great deal of challenges for many. Managing human beings has always been a complicated task, we all act with our own interests in mind while at the same time managers need to convert those interests into the interest of the organizations. While working with homogenous workplace environments this task can be some what simpler than in a heterogeneous one. Managers need to address the interest of a similar group of persons rather that the interests of many different ideals, social and cultural behaviours. When looked at it from this angle it can be understood that diverse workplaces will need the vast amount of attention that it has received in the past couple of decades.

In later decades the globalization of commerce and industry has had the effect of increasing cultural diversity in the workplace. (Stacy, 2005) It is therefore important to also understand the deep implications that a person's culture will bring into a working environment and the business process, where different values will meet daily. Definitions of cultural diversity are many, Brommé, Carlson and Ohlsson (2001:27) write that culture determines how and in accordance with what values we behave and how we regard ourselves and others. Simply put different cultures are imbued with different values. Representatives of these different cultures will act differently towards different situations in the workplace. Many organizations have figure out ways of accommodating the cultural differences of its employees in order to make the workplace more appealing to all and thus improving their bottom line. (Jackson and associates, 1992) They mention, for example, serving a variety of ethnic foods in employee cafeterias, flexible work policies regarding religious holidays, among others. There are however deeper consequences that

managers have not been able to address like misunderstandings and conflicts among those culturally diverse employees. As a result leaders and managers are presented with a number of issues that are difficult to ignore, especially if the organizational process risks becoming weaken by them. These issues and the efforts made by managers to address them is what have resulted in the very popular term that we know today as managing diversity. There are a few articles that point towards the importance of HRM (Human Resource Management) for instance Shen, Chanda, D'Netto and Mongaa (2009). In their article "Managing diversity through human resource management: an international perspective and conceptual framework" they discuss the major issues and objectives of managing diversity from a human resource perspective. Their conclusion is that there is a continuing need for effective diversity management. Since they have look at HRM their finding is that it plays an importance role. Good HR procedures and practices leads to effective diversity management with good results. The opposite with bad and ineffective procedures and practices is most likely to result in conflict, discouragement, higher employee turnover and low organizational performance. So their main point is that, diversity management must become a priority agenda in HRM practices for all organizations, this is a perspective that we will not follow up on in this thesis but is left for the reader to further dig into. We just want to show that there are different angles and views to look at this interesting topic but we have chosen to look from a manager's perspective.

Before we present the implications that come with managing a diverse workforce, we would like to look into what organizational/workplace diversity means to organizations.

2.2 Organizational/Workplace diversity

The organizational process and diversity meet to bring together a number of special skills necessary for the improvement of an organization's bottom line. Managers need to be aware of which skills will bring along these improvements. When a diverse workforce comes together into the organizational process a larger amount of alternatives become available, resulting from the different input from this new mix of employees. With this said, there are different reasons as to how organizations become to be considered a diverse working environment. These can include changes in the demographics of the workforce, for example, an increasing number of women entering the workforce or changing social attitudes. (Mullins, 2008) The globalization of the market place and populations becoming more diverse will also lead organizations to also become more diverse. Just as different operational changes of organizations like acquisitions, mergers and transfers of facilities over seas. (Wentling & Palmas-Nieves, 2000) As Dass and Parker (1999) put

it, organizations might act in response to external (customers, suppliers, civil liberties groups or other representing social, legal, economic and other imperatives) or internal (diversity champions, employee groups or change in managers) pressures. As well as having different reasons to construct a diverse workforce, organizations will also approach its management differently. Every employee comes with a unique set of working values and needs that must be carefully handled by managers if they want to benefit from what each employee has to offer to their organization. Diversity in the workplace is the result of having individuals with different characteristics and views in the same working environment. Mullins (2008) points out a few of these characteristics:

- ethnic origin

- physique

- gender

- early family experiences

- social and cultural factors

- national culture

- motivation

- attitudes personality traits and types

- intelligence and abilities

Workplace diversity as a popular concept in today's business world has been declared by the Society for Human Resources as one of the most important issues facing the human resources field. (Helms, Die, Mills, 2009) The interest for addressing workplace diversity and implanting strategic initiatives differs from organization to organization. There are some organizations that attempt to avoid legal repercussions by implanting diversity initiatives, others act following an ethical and moral approach while others believe a diverse workforce will result in economic profits and business advantages. (Cox, 1993) All in all the decision of an organization to pursue diversity lies on their need of improving their bottom line. This is why it is so important that managers understand how one will affect the other.

We have found that one of the main difficulties with workplace diversity is that it's definition, in regards to what is diverse or not, isn't quite as standard to all organizations. Different organizations might just define its diversity as gender and ethnics related others might include workers with disabilities or from different religions to their definitions. (Gatrell & Swan, 2008) This makes it complicated to not say impossible to follow a standard approach to managing with it. The process can become one of trial and error, where it can easily take a turn for the negative

side. In order to avoid such negative results, the different organizations need to follow a strategy that will be best suited to their own cultural environment and their own organizational process. This in principle can be considered a simple task, but it takes time and resources to reach a good understanding of an organization's diversity characteristics and the needs of those employees. We believe that to some organizations this has become a real challenge, resulting in a fast approach of implanting diversity initiatives and overlooking the implications that comes with having a new/different workforce. One of the key elements found in the literature for diversity initiatives to succeed is that they need to be thought of as long term in order for organizations to benefit fully from it.

The business case for workplace diversity strategies links recruitment, selection, development and retention of a diverse workforce to business goals, labor market shifts, globalization and competitive advantage. (Kossek, Lobe & Brown, 200) They add that when an organization has a culture that supports a diverse workforce, it will result in increased workforce creativity. Mullins (2008) writes that by valuing and celebrating individual differences in workers will bring about added value to organizations. She mentions some of the positive forces (strengths) of diversity:
- promote cost-effective employment relations
- enhance customer relations
- enhance creativity, flexibility and innovation
- promote sustainable development and business advantage

It's clear that if organizations believe that a diverse workforce will bring, among others, the previously mentioned benefits, they will implant initiatives to provide for an increase and a better management of such a diverse workforce. Once organizations construct a picture as to what they would like to obtain from a diverse workforce, the process as to how to get there can be constructed. Therefore, organizations need to define their motives behind them wanting to implement any diversity workforce initiatives. (Kreitz, 2008)

Before any decisions are made regarding which initiatives an organization will decide to pursue, organizations need to take a careful look inside their own cultural values and into what they wish to achieve with embracing diversity. Diversity initiatives need to be carefully constructed to fit the needs of the specific organization who wishes to implant them. What worked for some organizations might not be necessarily the correct path for others. Each organization needs to understand their internal culture and their own diversity needs. A suggestion for this task is to understand how diverse their workforce is at the present and how it might come to be in the

future. Thomas (1992) proposes that an organization needs to understand that managing diversity is not a simple matter of tackling these initiatives, but rather that is a way of life. Ensuring a vast understanding of their own diversity definition in regards with an organizations own core values might be one of the most crucial steps in the path of the success if these initiatives. With a careful study of the needs of their workforce an organization can discover what needs to be tackled with a diversity initiative process and as a result they might evade possible conflicts that might result from implanting erroneous initiatives. Cox (2001) suggests that organizations prepare a vision that specifies what success in a multicultural organization might look like. Managing diversity assumes that there cannot be any progresses in these initiatives if only a few of its dimensions are targeted, ignoring others. (Jackson and Associates, 1992)

The end result to these initiatives should be the same to all organizations, to achieve a working environment that appreciates and maximizes the possible differences between employees while positively affecting its bottom line. This appreciation of the differences will in turn create larger levels of productivity from employees, improve performance on absenteeism and turnover resulting in a better position for the organization. (Cox, 1993) To achieve this desired results organizations need to strategically integrate diversity initiatives with the business objectives. (Richard, 2000) Therefore it is also important that organizational process is considered when implementing a diversity initiative. Managers need to be aware of how it will affect the organizations overall well being. Diversity is said to bring flexibility to an organization, something that today's organizations need in order to respond to external changes like technology, competitor threats, customer demands, and government requirements. (Stohr and Muehlen, 2008). Managers have to understand the effect diversity has on organizational process in order to make it a part of the rest of their managerial activities.

2.2.2 Diversity initiatives

Managing Diversity

Managing diversity in present terms appears to have emerged mainly as a voluntarily corporate initiative directed at the systematic recruitment and retainment of employees belonging to diverse social identity groups. (Prasad, Pringle, Konrad, 2006) As Michalle E. Mor Barack puts it, these voluntary organizational actions are designed to create greater inclusion of employees from various backgrounds into the formal and informal organizational structures through deliberate policies and programs. Further to this definition there is the notion that diversity management and their contributions will create competitive advantages to the organizations, thus improving its

business performance. Managers of organizations will need to develop a number of characteristics and skills that will lead their organizations into the successful management of diversity initiatives. These developments resulting in different initiatives will result in efforts to create an environment that works naturally for the total diversity mixture. (Thomas, 1992)

A good starting point for organizations that aim to manage diversity would be to research what are the characteristics that make for a good diverse workplace environment. Taylor Cox (1993) suggests that organizations need to transform their operational views and adapt to **The Multicultural Organization**. He explains that the objective of managing diversity is to create organizations in which members of all socio cultural backgrounds can contribute and achieve their full potential. We believe that managers will benefit from interpreting these definitions into their organizations and apply skills/characteristics accordingly. **The Multicultural Organization** is defined by Cox with the following characteristics:

- A culture that fosters and values cultural differences
- Pluralism as an acculturation process
- Full structural integration
- Full integration of the informal networks
- An absence of institutionalized cultural bias in human resource management systems and practices
- A minimum of intergroup conflict due to the proactive management of diversity

Cox believes that in order to obtain positive results from managing diversity initiatives, an organization must transform themselves into this Multicultural Organization. He proposes a model for organizations to follow in order to achieve this organizational change. Below we present this model in figure 2 and offer an overview of it meanings:
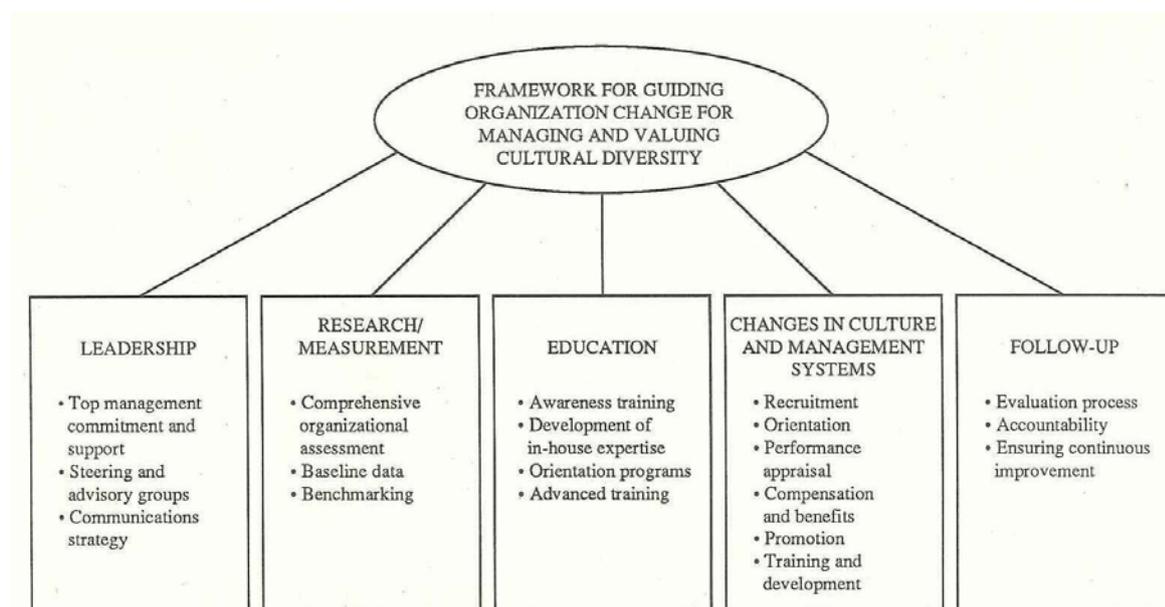
Figure 2: Model for planning organizational change. (Taylor Cox, 1993)

Leadership: Refers for the need for champions to take personal strong stands on the need for change. The support of top management is especially crucial. It is also crucial that all level managers express this level of support. Managers need to show commitment in areas like inclusion of diversity into the business strategy of the organization, change (if necessary) to corporate human resource management practices, for example performance appraisal and compensation systems, willingness to keep mental and financial support into this objective for periods of years not just months or weeks and the establishment of valuing diversity as a core value of the firm that receives the same priority as other core values of the organization.

Research/Measurement: The collection of information about diversity-related issues. This data includes measures of the organizational culture, traditional equal-opportunity profile data, analysis of attitudes and perceptions of employees, and data that highlights differential career experiences of members from different cultural groups. This research process will prove its importance, first, when evaluating surfacing issues and concerns that may be useful to address in the education process. Secondly when identifying areas of organizational culture, management practices and interpersonal relations where changes are needed and to provide clues as to how to make those changes. Third this research can become the means of evaluating the change efforts.

Education: Commonly education is the starting point for organization development work on managing diversity. Senior management should be the first ones to undergo this type of educations and after the entire organization must also take participation. Outside experts on the

matter are usually the ones that lead these educations, but the involvement of inside experts to create a sense of commitment is also an alternative. It is also important that these educations processes are an ongoing efforts and not just a one time seminar.

Culture and Management Systems Audit: This will include a comprehensive assessment of the organizational culture and human resource management systems of the organization. These assessments are intended to 1) uncover sources of subtle bias in the management practices and policies that might create barriers to performance or the recognition of performance for employees. 2) To identify ways in which the organizational culture may be inconsistent with the needs of a diverse workforce.

Follow-up: The principal aspects of follow-up are to establish accountability for results and to create explicit mechanisms for evaluation of effectiveness. This component of the model requires that the change process be monitored and that the changes ultimately become institutionalized. During the initial years of the organization development effort, strategic accountability lies with senior management, while operational accountability for overseeing the change process might be assigned to the diversity task force or manager of diversity or both. Ultimately, accountability for preserving the changes must be established with every manager.

This model for a multicultural organization shows ideally what an organization with a greater chance to succeed when implementing diversity initiatives might look like. Organizations need not to commence a series of steps to become an identical replica of this model, but can use it as a guide in their journey to prepare their groundwork in the path of introducing these initiatives. The interest and implementation of a diversity initiative will be guided by the individual needs and pursued goals of each organization. Hopefully their introductions will lead to more open, flexible and creative working environment where each individual, regardless of their differences, can achieve their individual goals and is able to fully develop its talents, just as Cox predicts. Diversity initiatives to be effective need to be implemented at all levels and in all aspects of the organization. (Marquis, et al., 2007) They also guide organization's attentions in the direction that without properly designed and articulated initiatives, diversity objectives and leadership will be wasted. There are steps to achieving successful implementation of these initiatives as well and challenges and barriers. Next we present what success and failure of these initiatives look like.

Achieving successful implementation of diversity initiatives:

Some diversity experts as well as scholars have pointed out different actions that can help organizations success in their diversity initiatives. Out of the vast number present in the literature, we found a few that align their work and findings to our own findings and analysis. Below we present a few of them which are divided in different categories for easier discussion.

Clear definition of what diversity means to the organization. By this we mean that each organization should address why they are trying to implement any diversity initiatives. As Schmidt (2004) puts it, organizations should differentiate between initiatives that are based in addressing legal implications and of policy character between those that are really invested into achieving the recruitment of people and talents that they identify as beneficial to the initiatives. Helms, Dye and Mills (2009) add that there should be clear differentiations between the management of diversity initiatives and the more antique notions of EEO/AA initiatives. Stockdale and Crosby (2004) mention developing a strategic vision and plan with clear objectives, focus and appropriate financial and human resources to support the initiatives.

Construct the initiatives in alignment with the organizations other strategies and goals. Diversity initiatives should not be viewed as a separate project. It should be included in the organizations daily work and overall strategies. In other words diversity strategies must be linked to business objectives. (Schmidt, 2004) Audit strategic goals and connect it to a clear statement of needs that conveys the urgency and benefits that the organization will derive from embracing change. (Stockdale & Crosby, 2004) The Chartered Institute of Personnel and Development, suggest the existence of a fully integrated HR management system at corporate-strategy level organizational policy and initiatives levels.

Top management support. An effective diversity initiative has 100% support from top management. (Schmidt, 2004) Make top management more than just verbal and symbolic support, suggest Stockdale and Crosby (2004). Helms, Dye and Mills (2009) includes in this category the support from managers in general. Basically here is understood that there should be a vision of diversity evident and communicated through out an organization by top-level management. This support should be consistent and address the importance of the initiatives, they should set the vision for the initiatives.

All around employee involvement is necessary. Besides having top leadership support we found that these initiatives should include support from employees of all levels of the organization. Mutton and Hernandez (2004) suggest that having a strong diversity/compliance professional will help in delivering a sense of commitment to the rest of the organization. Other methods to ensure employee commitment include performance measures, accountability initiatives and evaluation initiatives. Creation of task groups where discussion about diversity is the main agenda and the group leaders will be required to report to top management the concerns of the employees. Diversity results tied to performance evaluation and the reward system. (Helms, Dye and Mills, 2009, Mutton & Hernandez, 2004) Having employees involved in these initiatives will aid in incorporating diversity into the core culture of the organization.

Assign a reasonable growth period. These initiatives cannot be taken from a quick fix point of view, they should be viewed as a transformational change process instead. This goes hand in hand with Cox's multicultural organizational model. Organizations need to understand that these initiatives need time before real benefits can be appreciated. The process of integrating additional characteristics into an organization's core culture takes time. With diversity initiatives, organizations might experience what can be considered a trial and error period until a balance can be found, before any benefits can be observed. This is why it is important that organizations do not give up too early in the process. Stockdale and Crosby (2004) suggest to provide freedom to pilot and experiment, and to encourage an environment of learning from experience where flawless implementation is not expected.

In general clear and integrated management practices should also be observed when implementing the initiatives. All managers should do everything they can to achieve a vast understanding of what it means to manage diversity. Both structural and cultural changes are needed to implement successful diversity strategies. We believe that managers must act, lead and follow certain number of processes in order to enjoy the benefits of diversity. Some diversity initiatives processes include targeted recruitment, education and training programs aimed at underrepresented groups, career development, mentoring, flexible work arrangement, workshops among others. (Helms, 2009) She also mentions other success factors that must be present at the moment of an organization decides to embrace diversity: differentiation between "managing diversity" and "affirmative action" or "employment equity" initiatives, management support, employee commitment, performance measures and accountability initiatives and evaluation initiatives.

Challenges/barriers while pursuing the implementation of diversity initiatives.

Nonetheless the success of some organizations when deciding to manage their diversity, there are also some that have failed while attempting the same. Reasons for these failures in the implementations of diversity initiatives are said to be linked, among others, to lack of top management involvement. If these initiatives consist mainly of programs which lack the involvement of top managers their long-term effectiveness in transforming the organizations culture is likely to be limited. (Konrad, Prasad, Pringle, 2006) Some corporations are still treating diversity in regards of legal and compliance aspects only and are not addressing important leadership characteristics needed for the task at hand. Susan Meisinger former CEO of SHRM (Society for Human Resource Management) on her 2008 article, titled: "Diversity: More Than Just Representation", writes that many organizations focus their diversity efforts solely on issues around representation and compliance. If these organizations include a "diverse" workforce and they use hiring policies that are in strict compliance with the law they believe that their diversity strategy is a success. She agrees with Mullins in that diversity strategies in order to be successful must also focus on achieving strategic business results and look for ways to leverage diverse groups of workers to create new opportunities for success. Others are forgetting to address specific cultural definitions that are present in each country they do business with or in. Managers must investigate a country's specific cultural needs and develop a diversity strategy around those needs to ensure that organizational goals will be fulfilled. Trompenaars (1994) explains this concept using the pay-for-performance example. He explains that many managers around the world are in favor of this principle but they translate differently the terms pay and performance. Culture within a country will undergo changes due to migratory trends or economic changes among others. This will reflect into organizations because their employee's cultural values also change just like a country's values change. This fact will create new challenges for managers that need to adjust their management styles in order to effectively produce the organization's goals. But more importantly all differences that individuals might bring into an organization are not handled and acted upon in the same manner. (Cross, 2000)

While trying to implement a successful diversity initiative, managers might come across different barriers and challenges. Superficial or poorly implemented diversity initiatives can prove to be more harmful than none effort at all. (Rangarajan and Black, 2007) Literature points out a varied number of them, Mutton and Hernandez (2004) expose some of these barriers after conducting a study of ten companies that represent a variety of industries and are among the Fortune Global

500. They conducted a series of conversations with the participants that mention these as important barriers to these initiatives:

Organizational Culture: While trying to expose diversity issues to all parts of the organization, diversity managers need to carefully explore the organization's culture in order to be able to frame and communicate the issues of workplace diversity in an effective manner. For example, taking a subjective approach while explaining diversity issues to an analytical and linear type of culture, might become a barrier when trying to get the desired point across.

Middle management and employee buy-in: Lower levels of management and the general employee population do not know what it is they are dealing with when addressing these diversity initiatives, thus resulting in lower levels of buy-in.

Kreitz (2008) identifies three elements that are vital when implementing diversity initiatives, but have proven to be challenges for some organizations:
- Top management commitment
- The skilled training and breadth of organizational knowledge HR possesses
- Shared understanding that managing diversity is not an isolated problem to be solved but an ongoing and lengthy process

Stockdale and Crosby (2004) provide a list of mistakes to avoid while implementing diversity initiatives. This list is the result of what various authors call, "Common diversity traps":

- assuming that short-term training will be enough
- failing to relate diversity to the organizational mission and key products
- waiting to collect all possible data and ignoring employee perceptions as data for taking action
- waiting for everyone important to be thoroughly behind the effort
- not paying attention to the impact of resistance people in important positions
- isolating the effort in one department (such as human resources) or under one person
- not differentiating between good intentions, usually contained in verbal expressions of support of diversity, and the impact of specific institutional actions that go against diversity

- not building coalitions and support with different stakeholders who may fear that the diversity effort will not include them
- assuming that managing diversity is just "good common sense and people skills"
- measuring success by the quantity and magnitude if diversity activities and events, rather that the impact on the work and people

Tjoswold and Leung (2003) identifies decision making to be negative impacted because of problems with communication in a cultural diverse organization. Since the spoken word is interpreted differently conflict could arise from differences in values and norms. Even written communication is interpreted differently depending on your values and norms.

One very interesting finding is from the article "Managing Functional diversity, risk taking, incentives for teams to achieve radical innovations" from Cabrales, Medina, Lavado, Cabrera (2008) where they have found that the multifunctional teams has some disadvantages in reaching consensus due to the diversity of perspectives.

2.3 Role of Leadership in workplace diversity

Research supports the idea that organizational leaders must be on board at the time of embracing a diversity initiative. The higher diversity initiatives start in the management ladder the better. Executive "buy in" is extremely vital to the success of any diversity initiative in an organization. Leadership must educate and convince others that this is of strategic value and is the long term direction of the organization. The organization's CEO should recognize that those resisting this process will wait for a decrease in his/her attention and prioritization of this effort and hope to see it die a natural death. It is his/her responsibility to maintain the focus and make it easier to comply and participate than resist. (Fosdick, 2007) Top executives also have the necessity to put into action their leadership skills in order to successfully implant diversity strategies. They need to analyze their organizations in order to understand what is needed to meet the challenges that come with dealing with diversity. They need to make use of managerial tools in order to address the attitudes and behaviours of the diverse employees. These tools can include recruiting and selection methods, performance evaluations, training, development techniques and models for redesigning both jobs and the organization within which jobs are performed. (Jackson and Associates, 1992)

Just as important as is recognizing that leadership support of top managers is imperative to diversity initiatives is to recognize which characteristics these leaders have that facilitate the

successful implementation of the initiatives. Ng (2008) suggest that exploring the antecedents of CEO´s commitment to managing diversity may serve as a prerequisite to understanding why organizations manage diversity. Basically what he presents is the idea of going further than stating that CEO commitment is imperative to the success of diversity initiatives, but rather to understand the background of the CEO to see which characteristics they have that make them keen to implant or not and to really believe in the initiatives.

In addition to recognizing the importance of top management and their willingness to address diversity organizations need to realize that leadership needs to come from all corners of the organization. Cox (2001) addresses this important point by listing who these leaders are: CEO´s, heads of units of organizations (divisions, business units, departments), diversity officers and coordinators at any level, members of diversity steering committees and task forces, HR staff members with assignment on diversity, head of labour unions (national, regional and local). He stresses that it takes many leaders to achieve success from these initiatives. When a network of middle managers can be identified, key individual contributors, and where appropriate leaders of the hourly workforce who are prepared to show leadership on managing diversity, the chances of success will be greatly increased.

Rohini Anand, who is the Chief Diversity Officer of Sodexho, mentions other activities that executives can engage themselves into when pursuing diversity. These include; CEO can be the chair in the Diversity Leadership council (or at least participate in it). Reviews quarterly the diversity outcomes and ensures that the executive team engages in a series of quarterly learning experiences to enhance awareness and skills in diversity. Additional members of the executive team can mentor someone different from themselves, and become involved in diverse community activities and sponsorship, also having visible involvement in other employee affinity groups. Finally he suggests that some kind of executive involvement has to be linked with accountability. (Dreachslin, 2007)

Janice L. Dreachslin (2007) advices executives into how they can develop their sensibility for diversity. She starts by suggesting executives to expand their inner circle beyond their own demographics. They can place themselves in the minority (and not the power) position and watch their own reactions. Consider developing a confidential relationship with a professional who allows them to safely disclose and explore areas for improvement in their diversity sensibility that

might be too risky to discuss in public forums as for example diversity training. She also suggests supporting diversity active entities in their area.

The impact a leader has on the diversity initiative is great, Kearney and Gebert describes in their article: "Managing Diversity and Enhancing Team Outcomes: The Promise of Transformational Leadership" the importance of transformational leadership. Their conclusion is that "the first step for managers is to realize that a broadened range of task-relevant resources and perspectives does not automatically improve team performance. In order to fully benefit from age, nationality, and educational diversity and to prevent the negative effects that all of these diversity types may engender organizations must take active and informed steps. This shows that the manager must not only be aware of the diversity but also take active steps in order to fully utilize the benefits.

2.4 Workplace diversity in Sweden

Just like in the case of the United States, the Swedish government has prepared the field for both the public and the private organizations when it comes to diversity. Beginning with migratory regulations of the 1950´s where the industrial sector was growing and needed manpower to accomplish its goals. Up until the 1960´s the immigration of workers was mainly of Nordic background. But this supply wasn't enough to meet the demands of the industry therefore Swedish companies began doing its own recruiting work in other European countries like Italy, Yugoslavia, Turkey, and Greece. Another event that leads to the somewhat diverse workforce in Sweden as we know it today was the migration to Sweden of persons from conflicted countries around the 1970´s. These countries include Latin America, The Middle East, Africa and South Asia. (Mlekov and Widell, 2003)

A report presented by the Ministry of Enterprise, Energy and Communications of Sweden, explained the situation of workplace diversity in this country in the year 2000, which we believe is still valid today. Although Sweden is a country with a heterogeneous population made up of women and men from different social classes, with different ethnic backgrounds, of all ages, sexual preferences and capabilities this does not translate into the workplace. Apparently there is still the notion that the heterosexual male of Swedish background without disabilities and of the right age is still alive in the workplace primarily among top managerial positions. Another study provided by The Swedish Institute for Labour Market Policy Evaluation (Report 2007:19) shows that employers associate men from a different ethnicity (in the study's case of middle eastern

decent) to have lower performance/achievement than of men born in Sweden. They also present a report (2009:17) where information of job applicants was empirically studied to see if their background characteristics like ethnicity, gender, age and employment status had any effect in being offered an interview or not. The study showed that the seekers who didn't have Nordic last names, where older or otherwise unemployed received fewer contacts for a job interview. Such studies leaves us with the understanding that there is still much to be advanced when it comes to the introduction/management of a diverse workforce in Sweden. Even thought the Swedish government has opened its borders to a large number of immigrants maybe the rest of the society still has some precautions when it comes to integrating others into their working environment. The tolerance against people that might be considered less capable (in an example by the previously mentioned study, the elder) might still be a barrier that the Swedish labour market might need to overcome.

The Ministry of Enterprise, Energy and Communications also presents in its report the fact that by the year 2015 (in contrast with the year 1999), the total Swedish workforce will have an increase of 3% of workers with a foreign background. While workers with an entire Swedish background in return will reduce by the same percent. (See the table 2 below) This change in the workforce will create a more diverse working environment, and organizations will have to make plans to cope with any implications that can come with it. The table 2 shows the Swedish workforce years 1999 and 2015, divided by men and women with Swedish and foreign backgrounds respectively (The Swedish Central Statistics Bureau, 2000) in thousands.

	1999	2015	Net increase
Males with Swedish background	1800	1706	- 94
Females with Swedish background	1647	1660	+ 13
Males with foreign background	449	575	+ 126
Females with foreign background	402	461	+ 59
Totalt	4298	4401	+ 103

Table 2: Table for Swedish workforce years 1999 and 2015

Around the middle of the 1990´s a group of investigators and members of different private and public organizations begin looking at what diversity is in the USA and how it translates into the Swedish the workplace. (Rönnqvist, 2008) Her study indicates that in the year 1996 an interest in diversity in the workplace begins to be felt in Sweden. Even so, it would take another three years for this interest to be fully felt at a national level. Eva Skog and Gabriella Fägerling from "Tekniska Attachéers" an organization that helps bring together Swedish and organizations from other countries, studied how diversity in the workplace was tackled in the USA and how the

different American organizations had succeeded with this task. Media responses in Sweden obtained after the publications of these studies (in particular Färgerling´s study which was published in 1999) made it clear that Swedish people had an interest on the subject and that the country would benefit from its research and development. This interest opened up the forum for discussing the possibilities and problems that could arise when organizations want to invest in heterogeneity.

Gabriella Fägerlind (2001) discussed the opportunities and obstacles provided by diversity in the working life in Sweden. Here she mentions that Swedish organizations define diversity along the entire spectrum focusing on ethnic and cultural diversity on one side and all the way to the differences that make each and every one unique individual. For her; how the term diversity is defined and understood is determined by what its purpose is and what the underlying driving forces are. (2006:6) Some see diversity as another word for integration or assimilation of people that have a foreign background, others see it as a new way of managing and making use of the potential and resources of all persons that make up the Swedish working force.
The driving forces for working on diversity: (Fägerlind, 2001:7)

-   counteracting discrimination of different groups in working life, combating exclusion mechanisms and avoiding a divided society
-   adapting activities to surrounding conditions, as well as customers requirements and profiles
-   stimulating learning and the use of competence at the workplace
-   contributing to solving the supply of competence within working life over the next decade

If we where to interpret Fägerlind´s driving forces of diversity as the reality for the Swedish labour market we would infer that what was driving the initiatives at this point was a way to combat any discriminatory acts in first place and in second place to create a working atmosphere where competence is always at the top of managers lists. It feels that this issue is directed more in a social/community direction than a way to reach a certain level of competitive advantage as when we read the American literature.

The work regarding diversity initiatives in the workplace is in principle a new phenomenon in Sweden. These initiatives can be found both on private and public sectors. They are primarily address to deal with the ethnical side of diversity. Before we go over these initiatives we would

like to take a look at how and when diversity in the workplace became an interesting issue for the Swedish private and public sectors. A review of the literature with regards of diversity leaves us with no doubts that this issue is of importance for the country. To begin with the Swedish government has made a clear point in that every person has an equal right to be handled with respect and equality in all aspects of life, no matter their age, gender, sexual preferences, religious beliefs, disabilities or ethnicity. The anti discriminatory law (1991:433) is in charge to make sure that the employer treats fairly all its employees no matter their gender, age, sexual preferences, religious beliefs, ethnical background or physical abilities. The government has also encouraged its municipalities to serve as models for the diversity work. It has emphasized the importance that municipals activities live up to this ideal and at the same time that the municipalities serve the needs of the citizens of those communities. (Fägerlind, 2001) She believes that the initiatives taken by the Minister of Integration in 1999 when she drew up an action plan containing measures promoting diversity would be the first step in a long term process of promoting ethnic and cultural diversity amongst the personnel in the Swedish government. An example of these initiatives would be the requirement to state authorities to report the measures they have taken and their plans to increase ethnic and cultural diversity amongst their employees. In more recent efforts, the office for the Representative against Discrimination has created a project called The Growing House (Växthuset, as its called in Swedish) where it reaches out to CEO´s, Human Resources executives, Labour representatives, Equality and Diversity managers among others, to ensure a working environment where everyone has the right to be valued and respected equally. Another organization that has undertaken the investigation of diversity issues in the country very seriously is The Swedish Centre for Business and Policy Studies, who carry out policy related social and economic research. This entity studies diversity from different angles and has been able to publish different studies and books in the area. One of this studies links the prediction of a labour shortage due to the current dilemma in Sweden that there will soon be a shortage of labour due to a large exit from the labour market of persons over the age of 65, while the number of persons able to work will eventually start to diminish as the result of low birth rates of the 1990s. This report analyses the possibility of the integration into the Swedish labour market of the immigrants that already live in the country and of a possible immigration of labour. These are just a few examples where the importance of the diversity issue has been felt for the country. Maybe Sweden has had different reasons for starting to address workplace diversity as a priority than the USA did, but in today's world the Swedish public and private sector have understood that at least out of need for human resources this issue needs to be addressed and the organizations need to start managing in order to be able to stay a float with the changes in the rest of the societies.

2.5 Diversity maturity

As we have seen in this chapter there is plenty in the literature that describes diversity from a multitude of angles and views. Many articles also repeat the same topics and findings and we chose to include just to show that the findings are similar but from a wide range of domains. Many articles are from work place environments that are mostly seen as female or male only, i.e. nursery. Many articles are also moving the direction of discrimination which is something we will not dig any further into in this thesis because then you are forced into the field of a country's legislations and laws so this is off topic for us. The main attributes that are raised in the literature are the following;

- Communications, it is very important to have a clear and understandable communication so that everyone understands it.

- Leadership, the manager must understand the impact of diversity in order to handle and act upon it. Managers that understand the impact has much higher success and avoids the disadvantages.

- Commitment, the top management must be committed and endorse all diversity activity such as strategies and plans.

- Training, it is important to have training and processes from the HR department in the organization in order to help managers to deal with diversity.

- Recruitment, diversity must be part of the recruitment process.

These are the points we have chosen to rank the companies that we visited during our interviews described later in this thesis. Based on these items we can see how mature the company is regarding diversity. Of course this list can be made longer but to keep it within the scope of this thesis we have chosen to limit the numbers to five.
The main reason for ranking the companies is to find out how well they have progressed on understanding the power of diversity. By measuring the above attributes will also help companies to know where to focus on and work further on. It will give guidance on areas that need to be improved in order to be better at diversity management. Although the actual ROI needs to be further investigated to make sure the efforts are worth investigating.

With a clear and good understanding of where an organization is today in their diversity work will help in creating a way forward. With the diversity maturity index it will be easy to see the baseline and from there work on a plan to move forward. Creating a strategy for increasing the index but also to measure how well the plan has been executed. With regular measures of the

index will help the organization to show progress and that the execution is on track and the attributes worked on are also the ones increasing.

3 Research Methodology

In this chapter we will describe the methodology used, the questions we wrote for the interviews. After this moving on to the interview process, the results gathered and finally the discussion about these results.

3.1 Research Method

For our study we decided to take an exploratory approach. Exploratory studies help researchers become more aware of the concepts they are trying to investigate, establish priorities, develop operational definitions and improve the final research design. (Blumberg, Cooper & Schindler, 2005) We believe this is the best method for our study due to the vast amount of existing information regarding diversity. Not only is diversity studied in business, it is also present in other disciplines like, psychology and the social sciences. This results in a large amount of available sources to search in order to find the information that is relevant for our own investigation of the topic. But by following an explorative method of data collecting we hope to reach an overall understanding of our topic that will guide us in order to collect our own data and to be able to analyze and come to our own conclusions. Another important result of following an exploratory research method is that it will provide us with important secondary data (discussed bellow) from which to compare our own findings and also it will provide for an important literature review.

As stated by the explorative research method (Routio, 2007) you start broad and then narrow it down as you learn more about the object of study. This can be illustrated as below:
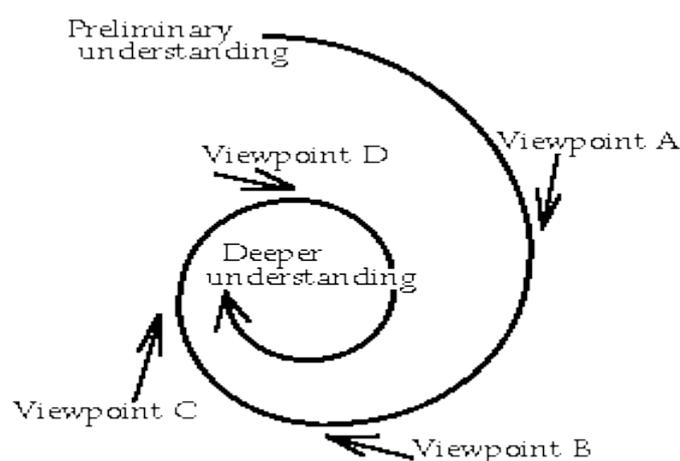

Figure 3: Outline of the thesis process. (Routio, 2007)

"Solving the enigma" does not always mean answering exactly those questions that were asked at the beginning of the thesis work. Sometimes the most interesting questions are found at the end of

the research, when the researcher has become an expert on the subject. It is often said that "data teach the researcher"(Routio, 2007).

There are different techniques used to conduct an explorative research. For the most part the techniques used are of qualitative manner. Following the review of the existing information about our research topic we will perform unstructured in-depth interviews with managers from different organizations in Sweden and from different organizational levels to gather their own perspectives regarding our topic. Hopefully we will understand how they think and work with diversity issues, what they see as main barriers and how they implement a diversity strategy, if any. As well as to try to provide with guidelines for managers from companies of all types and sizes to manage their diversity needs. The findings from the study will be compared with the literature reviewed in order to find any differences or similarities. The intention is from the study and the literature to be able to list the main barriers and how to avoid them in order to fully utilize the power of diversity.

We will use unstructured interviews (Ghauri, 2002), with open ended questions that will help the interviewee along the way. This type of interviews gives the respondent almost complete liberty to discuss reactions and opinions in a particular issue. Giving the researcher the advantage of being able to gather well rounded information from the respondent rather than simply predetermined answers as questionnaires might give. With in-depth interviews we can gain a more accurate and clear picture of a respondent's position on the subject. We want to capture the things that make managers gain advantages of diversity in their workplace, what is needed for a successful implementation. But also to capture the pitfalls and things to avoid when implementing a diversity strategy, as well as if these issues are considered at all within the organizations we intend to interview managers from. We believe that manager's answers resulting from this type of interviews will provide us with a clear picture of the reasoning that goes behind the applications of certain procedures regarding diversity in their workplaces. We want to reach deeper into their minds, and not just receive answers that can easily be found on the company's diversity policy or plans.

When doing interviews it is very important to describe the intention of the interview and how the result will be handled. Each session will start with an introduction, how the results will be used, and why we want it. Get the interviewee familiar with our work and our intentions.

3.1.1 Primary Data

Primary data is the information that the researcher finds out by him/herself regarding a specific topic. The main advantage with this type of data collection is that it is collected with the research's purpose in mind. (Ghauri & Grønhaug, 2002) This means that the information resulting from it is more consistent with the research questions and purpose. The data collected by us will be directly linked with our study, thus providing us with important information. We decided to do interviews in order to collect our primary data, since we want to find out how diversity is handled in the real world and if managers are considering its benefits and drawbacks. Possible problems with interviews are usually to get people to participate due maybe to lack of time or lack of incentive, there can also be fears of negative repercussions when the interview topics are of sensitive matters. This is why we make it our priority to give the possible interviewees a detailed presentation of our study and how its conclusion can be of benefits to them. As well as offering the opportunity of not revealing their names and the names of their organizations. Another problem when gathering data through interviews is to analyze the outcome. Since we don't have any questions that the answers are predefined we can expect just about anything which makes it harder to predict the outcome. It also makes it harder to compare it with the secondary data since it is very individual. But we have tried to formulate our questions in order to ease the comparison and also in some way streamline the answers. But not in any way put the answers in the interviewee's mouth and tell them what to answer. We really want open hearted and truthfully answers to really capture the real value of diversity as well as the drawbacks.

3.1.2 Secondary Data

Secondary data serves researchers with the opportunity to answer their research questions and to meet their research purposes by reanalysing data that has already been collected for other purposes. By reanalysing secondary data a researcher can arrive at previously unthought-of discoveries and possible different research questions and purposes. (Saunders, Lewis & Thornhill, 2009) It also helps the researcher to better understand and explain the research problem. (Ghauri & Grønhaug, 2005) This data can come from many sources like journals of the area of study, different periodicals, organization's own data bases, governmental publications; censuses and surveys. One advantage of using secondary data is its comparability character. We can use it to validate and compare the data we get from our own interviews to existing literature and articles. In our specific case the secondary data will help us to gather the required knowledge of our

research topic in order to be able to formulate adequate interview questions that will hopefully result in the answers we are looking for. This knowledge of our research topic will also help us to reach appropriate conclusions of the data gathered by our interviews with the managers.

There are disadvantages when using secondary data, for example if the purpose of the study is not clearly determined, the available data regarding the topic of study can become too much to handle for the researcher. Thus, it is very important to start a review of the existing data with a clear mindset of what it is that one wants to accomplish with the study. This will help the researcher save time and effort because he/she can easily discard data that has no relevance for its own study. Most of the existing data on any subject has been collected with other purposes in mind, making it also a challenge for the researcher to decide if a certain data will be of help. This can result in information that can only be used partially for a specific study.

3.2 Designing the interview questions

We have opted to perform *semi-unstructured* interviews when collecting our primary data. Semi-unstructured interviews permit the participants to freely and openly discuss their views and opinions regarding the questions presented by the researcher. He/she will be able to gain insight into what the respondents consider relevant and how they interpret the situation. (Blumberg, Cooper & Schindler, 2005) This is important to our research topic, because we are looking to find out what managers are really practicing in their workplace in a daily basis. We can gain knowledge as to the causes of why a manager would opt to react in a certain manner that might not be present in theoretical explanations. Semi-structured interviews are usually performed following an interview guide previously formulated by the researcher. Each different interview is performed in a very similar way. In our case since both researchers will perform interviews separately, being able to follow an interview guide will provide with congruity to the study. Needless to say is that each researcher will be able to evaluate in the moment of the interview if there are any other questions that will be needed to be asked in order to gain a clear picture of the subject being discussed.

A lot of effort has been spent on the design of the interview questions to avoid losing any value in them. To be as open as possible but still lead the interviewee in the right direction to be more efficient. In our experience it is easy for managers to wander away in their minds and get on side tracks that are not so relevant for us. Therefore we want to have direct open questions and we start with some minor introductory questions to get the discussions going and the mindset right. We will also choose some follow up questions in order to get the respondent to elaborate in a specific

answer. For example, if we ask for specific advantages of diversity in the workplace, we can also ask how they make use of them. From their answers to these follow up questions we can probably gain a clearer picture as to if they are really making use if these advantages or if they are just citing them from their organizations diversity plans. (Gillham, 2005) Finally we can add certain questions of interpretative manner, as to make sure that we have correctly interpreted the answers of the participants in the way they meant them.

After carefully evaluating the answers obtained from each interview, we can decide if we have gained the information to reach the research purpose. If this is not the result, further interviews can be performed in order to reach the goals of the study.

3.3 Method of selecting the interviewees

To find the right people to interview is always hard and difficult to predict beforehand. The time we can spend on this activity is also very limited by the time the limits the program itself offers. Since we personally have worked for a long time and have good networks we have used that in order to find people willing to participate. We also give them full anonymity so they don't feel obligated to give us what they think is correct answers and be more willing to give us the truth even if it is negative for the companies that they work for. We didn't feel the business area itself was in particular important as long as the company is not too small (i.e. <100 employees) since we think that smaller companies that only act on a local market has much harder to attract a diverse workforce and will not make any efforts to do so. This is just an assumption and has not been validated scientifically.

The people participating in our interviews come from multinational companies all the way from several hundred employees to tens of thousands so that also gives us a good range to compare between. This gives us an opportunity to see if the size of the company makes any difference when dealing with diversity. At this time we have not chosen any "ordinary" workers on the ground level this is something that can be looked at in the future.
We have carefully selected a limited number of people for our interviews, we wanted to capture managers on different levels in different kinds of companies. But also try to find people working within the HR departments to see if their opinions differ since usually they have a different background and are more focusing on these kinds of issues on a daily basis.

The interviewees differs in levels and responsibility, we manage to get a person with a long and broad background as a executive and vice president with responsibility for several hundreds of people, down to directors, senior managers and the last down to managers with teams around 7-10 persons. So pretty much we cover every level of an organization, from a management view. We also got two persons working within HR to participate, one that has manages other employees and one without. In the following table we present some information about the participants.

Interview type	Job position	Number of employees managed	Manager's Age	ID
Individual	Maintenance Manager	21	50	A
Individual	Human Resources Director	7	40´s	B
Individual	Senior Manager	8	30's	C
Individual	Human Resource Officer	0	30's	D
Individual	Technical Manager	33	30's	E
Individual	Director	18	40's	F
Individual	CTO	>100	40's	G
Individual	Senior Manager	6	30's	H
Group	Communications Director	0	59	
Group	Manager Test Facilities	90	43	I
Group	Human Resources Manager	0	42	

Table 3: Interviewee background

3.4 Interview questions

We ended up with several questions that we thought was interesting to ask and see the answers. But to be realistic and not to scare people away from participation we decided to only have 10-13 questions. This to be more concrete and focused as well as limit the time spent from the interviewee's part. So we narrowed the questions down to 13 which we believe gives us the best focus and are very concrete.

Each interview will start with introductory questions about the manager's organization, how many people do he/she manage, how many different nationalities, which countries? Then questions about the company, how big, what countries does it operates in and so on, see appendix 1 for all questions.

After the introduction questions the "real" questions begins, these are aimed towards a deeper understanding about the issues and pitfalls managers face in a diverse workplace. We want to dig deep and get to understand the underlying behaviour and mechanism that helps or overturn when implementing a diversity strategy. But also as important, is diversity even thought of? Do

managers in multicultural organizations even consider the advantages and disadvantages that follow with a diverse workgroup?

With the questions we want to get a discussion going, get the interviewee to think more and deeper about these issues and how he/she handles them in the daily work. Although these kinds of interviews often leads to a tedious and extension work when going through the transcripts and records from the interviews we believe this is the only way to get a deep and thoughtful insight to the diversity issues at the different companies and to avoid getting political correct answers. In order to receive open hearted and uncensored answers all persons and their companies remain confidential and will not be revealed unless approval from the person being interviewed. Only the result and findings from the interviews will be shared.

Question 1.   How many people do you manage?
> Start-up question to find the level of the manager, maybe we will find differences depending on the size of the team managed. Part of this question is also to establish the number of different nationalities in the team, a rough estimate at least.

Question 2.   How does your company encourage you to deal with diversity?
> Find the companies view on diversity and get the interviewee thinking on diversity. And to see if the company has any policy or strategy for diversity implemented.

Question 3.   State three (3) benefits with a diverse team.
> *   3.1.1.   How do you take advantages of the benefits you mention?*
> We want to know what the interviewee thinks of a diverse team, has he/she thought in this kind of terms. Does he/she realize the benefits and how are they using them?

Question 4.   What are the reasons that lead the company to an implementation of a diversity initiative?
> Are the benefits the interviewee sees the same as the reason for a company to implement a diversity initiative? What does the interviewee think is the reason for a diversity strategy on a company level?

Question 5.   State three (3) disadvantages with a diverse team.
> *   5.1.1.   How do you avoid these disadvantages?*
> Not everything is only good most things have a backside as well so we want to capture the disadvantages the interviewee has with a diverse team and to see what they do to avid them. Can they turn disadvantages into advantages if they are aware of them?

Question 6.   What do you think are the main barriers for implementing a successful diversity strategy?
Does the interviewee see the disadvantages with a diverse team as the barriers for implementing a successful diversity strategy or does it differ? We want to see if they do or not, especially if it differs depending on the interviewee's level in the organization.

Question 7.   What types of obstacles do you encounter as you pursue diversity? Why do you think these obstacles exist? Can they be overcome?
Are the personal barriers the same as for the company? Do they differ depending on level in the organization? Why does the interviewee think they exist and how do they avoid them, if possible.

Question 8.   What is your strategy? How does your organization pursue diversity?
Does the interviewee have a personal strategy that he/she tries to pursue, and how does the organization pursue? Do the two differ or support each other?

Question 9.   What is the value of diversity to your company? How do you know that is so?
Core question to find out the real value of diversity, and possible examples or other "proofs". This would be very interested to see if there are differences between HR and different manager levels.

Question 10. What do you consider important when dealing with diversity in your team?
What aspects are more important on a daily basis that needs to be considered to have good team running from a diversity perspective?

Question 11. What do you consider less important when dealing with diversity in your team?
What comes more natural and doesn't need to be considered? Could be hard to answer if it is too obvious things that the interviewee doesn't reflect on but we will see what we get as answers.

Question 12. What do you think about your company's policy for diversity? If it doesn't have one, do you think the company should implant one?
If the company has a diversity policy what is the view on it. If it doesn't exist does the interviewee think there is a need for one.

Question 13. What is the involvement of the organizations CEO in these initiatives?
Is it only a paper product or does the CEO support the diversity initiatives? Usually people don't do what you tell them, they do what you do just like children ☺

3.5 Interview procedure

We first started by contacting possible interviewers that met our criteria. We made a presentation of the study and why it would be of importance and interest to their company. This presentation

was made in order to capture their interests in participating in the study. After this we continued to meet and performed the interviews, mostly in their work places. Each interview was performed more or less as an open discussion with the question as a basis for discussions. This gave a lot more than just focusing on the questions, several different example and anecdotes were given, not all found in the answers due to relevance. The time spent on each interview was less than one hour which made it easier to get access to the people. All interviews were very positive, the people participating were very welcoming and open minded. This gave us good answers in the sense of relevance and everybody wanted a copy of the thesis when done which indicates a genuine interest in this area.

3.6 Maturity Scale

The ranking scale used for analysing the diversity maturity of managers/companies interviewed was developed by selecting five items found in the literature as being vital for the development of successful diversity initiatives. We want to see how far along the managers/companies are in practice when compared to the literature. We want to see how far along the managers/companies are in practice when compared to the literature. The items chosen are:

- Commitment - From top management
- Recruitment - Is there a recruitment procedure implemented?
- Training - How are the managers keeping up with handling diversity?
- Communications - How do managers deliver the messages on the initiatives?
- Leadership - How well do managers understand the impact of diversity?

Each of these items was evaluated in a scale where it received a value from 1 to 5. The higher the value each item received the more mature the manager/company is to that specific item. The ranking was performed following the information below:

1. neither manager or the company has contemplated the item
2. item partly contemplated only by the manager but nothing concrete implemented
3. item implemented by manager but not contemplated the by company
4. item implemented by manager and partly contemplated company, but not officially implemented
5. item is fully implemented by both manager and company policies

The items where ranked based in the answers provided by the managers during our interviews. At the end each manager/company could be able to receive a total of 25 points (resulting from the

possibility of obtaining 5 points on each of the five items). By being able to locate each manager/company in a value from 0-25 we could easily view where in the scale they find themselves, thus making our evaluation process simple and fair for all of the managers/companies.

3.7 Limitations of the study

Since we are relying on individual opinions it is very hard to add a true or false value to it. We can never be sure that the answers are the truth more than that they represent the interviewees truth. Only by increasing the number of interviews from a specific company one can say for sure that the answers represent the truth of that company. But we are not after the companies truth since we want to capture manager's strategies for handling diversity we believe that each person's opinions is as valid as the "truth". We want to see if there are similarities between managers' answers despite what company they work for.

Another barrier we came across was to find more participants for our interviews. Even so, we where fortunate to be able to have a great group of people who where willing to be interviewed by us there where others that for different reasons would not considered to be part of the study. Unfortunately time was also a limitation for this study. In order to get a stronger picture of the diversity needs and strategies of managers in the different organizations we would have liked to review a larger amount of interviews. But due to the time frame limitations provided by our study program this is not possible.

4 Data Analysis

This chapter will describe the analysis of the results from the interviews, as well as the results from the Diversity Maturity Scale.

4.1 Analysis assessment of the results

Many managers of today are well aware of the benefits from a diverse team and know how to use it. This can also be seen in the article (Marquis et al, 2008) Diversity is present in every company that participated in the study, this we can observe right from the answers given for question #2 of our interviews. Although the level of how much these companies have encouraged their employees to deal with diversity varies, we can appreciate real interest in all of them regarding these issues. Some just take it as far as recruitment, some have organized groups that explore and address these questions and others have come as far as having diversity reached into their cultures core values. It feels like all of the companies involved in the study see diversity as a natural event to some extent. Diversity is a must for succeeding in a global market space. Since all the companies we have interviewed people from are international companies doing business all over the world they need diversity to understand each country's culture and way of doing business. We can clearly see in the answers provided, that the companies have diversity in the teams dealing with customers in different countries. Companies have strategies for diversity usually in terms of respect, openness and so on. We believe that originally the diversity strategy was there from a legal point of view but then when the company's grow and acts more and more on an international basis the value gets more obvious and is easier to motivate. From being regulations it grows to be more of a company culture and part of core values. The core values usually come from top management and the CEO stands behind them and addresses them in various ways. While reviewing the answers of the question regarding CEO and top management involvement in these initiatives, we can clearly validate the information found in the literature where it expresses that lack of top management involvement will result into a challenge and a barrier to the success of the implementation and strategies of diversity initiatives. All of the interviewees agree that their top management is involved in these initiatives, giving us the proof of its importance in the process. In one company we met diversity was emphasized in the managers training courses so clearly the company sees great value of diversity. Other reasons companies have decided to implement diversity initiatives where, to assimilate themselves with the surrounding community, a way to address the global market, to achieve a better working environment, to get an idea of what customers from different parts of the world want, and to achieve better dynamics, flexibility, different points of views and opinions, more strength and balance.

The organizations seem to have found the value of diversity and try to use it not just from a legal point of view but from an efficiency view. The teams seem to be more productive and efficient. All the benefits shown from the interviews are also found at other companies (Marquis et al, 2008) that report a better work environment for employees. One key aspect here is that diversity must be accepted and integrated to become beneficial.

When it comes to team level, diversity is seen as a benefit for having more input on problem solving, helps to see the problem from different angles and to find better solutions since the problem is shed from many directions. Creativity is fuelled with diversity since many different minds come together and discussions are wider. Diversity is seen as an injector for a better dynamic in the teams, makes people more understanding and open. People grow more on an individual basis when they are challenged from other cultures than their own. Makes them think and ask themselves why did that person react or say as he/she did, tried to understand the person better instead of relying on prejudice and false assumptions. The manager is challenged more on a daily basis because he/she needs to understand and learn more about the individuals and handle them differently. They also need to think about the team setup when recruiting and try to find the right person that can add both competence as well as culture that make the team more dynamic and raise the level of discussions. Next we will provide a summary of the benefits that where found in most of the answers provided in the interviews:

Balanced workforce that introduces different ideas/opinions and technical expertise
Competence
Creativity
Experience
Helps with problem solving
Helps managers grow by providing challenges of leadership type
Good dynamics
Effectiveness
Understanding about different cultures in order to approach their market needs
Flexibility
Gives the company's the sensitivity required to deal with different sorts of issues

Table 4: Benefits of diversity in organizations, questions #3

The interviewees did express some disadvantages about working with a diverse team. Language/communication issues seem to be the most difficult to handle, giving way to misunderstandings between team members. This will require a higher level of patience that is not

easily found. Group members find it harder to control or to reach solutions quickly when working in a more diverse team. It is harder to treat all employees in the same way, making it harder on the manager. Some interviewees agreed that these disadvantages could be avoided if they are managed aggressively right from the start.

Misunderstandings between employees of different ethnical background
Communication/Language barriers
Finding the correct accommodations for all
The demand of a higher level of patience both from managers and employees
Some employees do not accept assignments so easily (due to cultural ideas)
Getting a team together takes more time, energy and resources
Cultural differences that translate into different ways of viewing gender,
hierarchies, understandings about commitments, quality, priorities, etc.
Harder to control a group towards realization of tasks
Harder to reach fast solutions
Higher demands on the managers
Less cohesive teams

Table 5: Disadvantages of diversity in organizations, question #5

Diversity is seen as conflict bearer since not everyone takes the time to understand the other person and acts based on assumptions and prejudice, it is also important to think before speaking. For instance in Sweden we are keen on making jokes about other countries cultures, a joke that is not very appreciated by people from other countries which can have a stronger home country feeling than we in Sweden have. These kinds of situations make it more difficult for company's to implant diversity initiatives. Below we provide with specific barriers provided by our interviews:

The skills required for certain tasks are not found
There are still prejudices in the back of people's minds towards different people (specially ethnically)
Not so easy to break with the norms of recruiting the "same" type of employees
Adaptation period can be a long one
Many do not give it the necessary time to work
Bureaucracy
Reverse discrimination
Recruiting to fulfil a strategy but missing the company's values
When company's do not have strong base values, it won't be able to have a successful diversity initiative
Manager's that are closed minded
Rejection of new ideas
Tolerance is not always present
Lack of managerial courage

Table 6: Barriers of implementing diversity initiatives, question #6

When asked what their strategy for diversity was, we got the feeling that there are large numbers of strategies that are followed. Many focus on recruitment, others on preparing their staff for the cultural differences that will arise from an injection of different employees, some concentrate on mixing up the workgroups, others try to make the process as natural as possible and finally some try to recruit employees based on their competence and not just on their background. This tells us that the companies have had to adapt their diversity strategies to their own needs as wells as following their own company cultures. Our literature investigation suggests that companies would need to do this exact same thing in order to succeed. Companies seem to be successfully adapting to the changing working conditions of today's world.

Recruitment.
Manager's responsibility.
Recruitment, expats.
Recruitment.
Recruitment, expats.
None.
Recruitment.
Recruitment.
Recruitment
Recruitment.

Table 7: Diversity strategies, question #8

Even so with proof that companies are better off now than in the 1990s while addressing diversity, there are a number of obstacles that get in the way of companies while trying to implant these initiatives. For example, when asked which obstacles they had encountered while attempting these initiatives the interviewees answered: that still not enough resources are being placed to the attempts, recruitment of the right mix of competence and differences in complicated, bureaucratic processes make it difficult to bring into countries the workers needed, there is still prejudice present in many persons, there needs to be more patience/tolerance regarding certain issues and finally there needs to be more clarification from leaders. In short, there is still long ways to go to be able to say that diversity is a natural process and that we live in communities where there are no barriers when it comes to diversity and the workplace.

For a manager it is important to explain the ground rules so everyone knows how to act. In some countries females and males are not treated equally which is not the case in Sweden, things like that is important to clear the rules for. Just like the joke mentioned above. The manager needs to be clear in instructions and take more time to explain to everyone why certain things need to be done.

The results showed great similarities with Kreitz (2008) in her article "Best Practices for Managing Organizational Diversity". Kreitz has come the following conclusions, first that an organization must manage diversity in order to minimize the negative effects, but also to take full advantage of the benefits with a diversity strategy such as well defines goals. Everyone needs to understand the goals and they must be formulated and well understood of all. This we also see in our interviews that all managers are working with this, they are very careful about communication to make sure everyone understands and know the directions. Kreitz also states that senior management must commit to the initiatives and support them. This is also seen in the interviews, all of the companies we visited had commitment from top management, mostly in the form of core values, but also in HR processes and in management training there are initiatives to handle diversity.

CEO very involved.
CEO very involved.
CEO very involved.
CEO very involved.
Don't know.
CEO very involved.
CEO very involved.
CEO very involved.
CEO very involved.
CEO very involved.

Table 8: Top management involvement in diversity strategies, question #13

One other common denominator is the use of diversity in order to meet customer demands, since most of the companies visited are addressing a global market place and are doing business in most of the countries in the world they have seen the need to have a diverse workforce in order to better understand the local markets. To speak the native language, understand the cultural and behaviours have been seen as essential for succeeding. As we said in chapter 2.2 from Mullins (2008) diversity can enhance customer relations and promote sustainable development and business advantages.

Just as found in the literature diversity will play an important role to the organizational process. (Cox and Blake, 1999) The flexibility and creativity that diversity brings to these processes will result in competitive advantage for the organizations. Since the business process is a collection of related, structured activities that produce specific results, diversity needs to become part of the process in order to be able to contribute positively. Therefore the need for managers to understand

how these two correlate and mix together. With the answers provided by our interviewees, we find that these in particular are well aware of this correlation and its effects. These managers are well aware of how important diversity is to their organizations and understand how it is affected by it. Below we provide the most important reasons why our interviewers think their organizations have decided to embark in diversity initiatives:

1	Law and regulations
2	Law and regulations, social commitment
3	In order to address the globalization of the market
4	Supply a better working environment
5	To address the needs of its international customers
6	Better dynamics and flexibility all around
7	Better balance
8	In order to address the globalization of the market
9	To achieve competitive advantage and to be able to provide its employees with a fair working atmosphere

Table 9: Reasons that lead the company to implement a diversity initiative, question #4

A powerful discovery from the responses of our interviews is that these managers really see the value of what diversity can bring to their organizational process. They seem to be in knowledge of how to make use of diversity in order to contribute to the organization's bottom line. We can see this through the entire interview process but specifically when we review the answers provided by question #9. Below we present their answers:

1	Creativity and competitive advantage
2	It is important to comply with the law
3	Diversity permits them to compete in the global markets
4	The value is felt in the organization
5	Diversity is good for their image when it comes to global markets
6	Increased flexibility and creativity when penetrating other markets
7	Increased dynamics, better understanding of the needs of their customers
8	Increased knowledge of how to make business with other countries
9	Aid in the removal of old and conservative ideas, increase of a more flexible atmosphere, help in recruiting managers that will help change the mental barriers of some employees

Table 10: What is the value of diversity to your company, question #9

It is very fascinating to see such progress in diversity initiatives in the companies we visited and the people we interviewed. Many of them not really knowing that they were dealing with diversity strategies but instead focusing on getting the right person for the job and to get the work done, but also trying to get people with different background such as cultural and educational in order to bring more opinions in to the teams with the thought in mind that diversity enriches creativity and

makes people question things more. All of this we have seen in the literature we reviewed and now we see it in the organizations and managers we met, it really brings everything together. Without knowing the theory behind diversity managers today seem to use the benefits it gives them and also avoiding the pitfalls by knowing and focusing on the important areas such as communication, clear goals and that everyone is different.

4.2 Diversity Maturity Scale analysis

Here we will rank each manager based on the attributes mentioned in section 3.6.

Manager A

Attribute	Value	Comment
Communications	2	Knows the importance of clear communication.
Leadership	4	Knows about possible conflicts due to diversity, therefore knows how to handle them.
Commitment	5	Top management is very involved in the initiatives.
Training	1	No diversity training at all.
Recruitment	4	Diversity recruitment is encouraged.

Manager B

Attribute	Value	Comment
Communications	3	Knows the importance of clear communication.
Leadership	4	Knows about possible conflicts due to diversity, therefore knows how to handle them.
Commitment	5	Top management is very involved in the initiatives.
Training	1	No diversity training at all.
Recruitment	4	Diversity recruitment is encouraged.

Manager C

Attribute	Value	Comment
Communications	4	Knows the importance of clear communication.
Leadership	3	Knows about possible conflicts due to diversity, therefore knows how to handle them.
Commitment	3	Some top management commitment through core values.
Training	3	Part of management introduction training.
Recruitment	3	No support for diverse recruitment. But tries to recruit with diversity in mind.

Manager D

Attribute	Value	Comment
Communications	3	Good understanding of communications, listen more to be more active.
Leadership	2	Knows there are potential issues but no need to deal with

		on a daily basis.
Commitment	5	Good top management commitment, CEO involved in diversity work. Strong company culture for importance of diversity.
Training	2	No explicit diversity training in the company but part of core values.
Recruitment	4	Strong understanding of importance to recruit a diverse workforce.

Manager E

Attribute	Value	Comment
Communications	3	Good understanding of communications, listen more to be more active.
Leadership	3	Knows about possible conflicts due to diversity, therefore knows how to handle them.
Commitment	4	A stated diversity culture, clear expat strategy to stimulate diversity.
Training	3	Part of management introduction training.
Recruitment	4	Strategy to recruit people with different background.

Manager F

Attribute	Value	Comment
Communications	4	Knows the importance of clear communication. And practice it as well.
Leadership	4	Very good understanding of diversity. Knows how to benefit from diversity.
Commitment	5	Good top management commitment, CEO involved in diversity work. Strong company culture for importance of diversity.
Training	2	No explicit diversity training in the company but part of core values.
Recruitment	4	Strong understanding of importance to recruit a diverse workforce.

Manager G

Attribute	Value	Comment
Communications	5	Excellent communication skills, knows how to communicate to all in a clear and understandable way.
Leadership	5	Excellent understanding of diversity how to benefit on all levels.
Commitment	5	Good top management commitment, CEO involved in diversity work. Strong company culture for importance of diversity.
Training	2	No explicit diversity training in the company but part of core values.
Recruitment	4	Strong understanding of importance to recruit a diverse workforce.

Manager H

Attribute	Value	Comment
Communications	4	Knows the importance of clear communication.
Leadership	3	Knows about possible conflicts due to diversity, therefore knows how to handle them.
Commitment	3	Some top management commitment through core values.
Training	3	Part of management introduction training.
Recruitment	4	No support for diverse recruitment. But works hard to recruit with people with different backgrounds.

Manager I

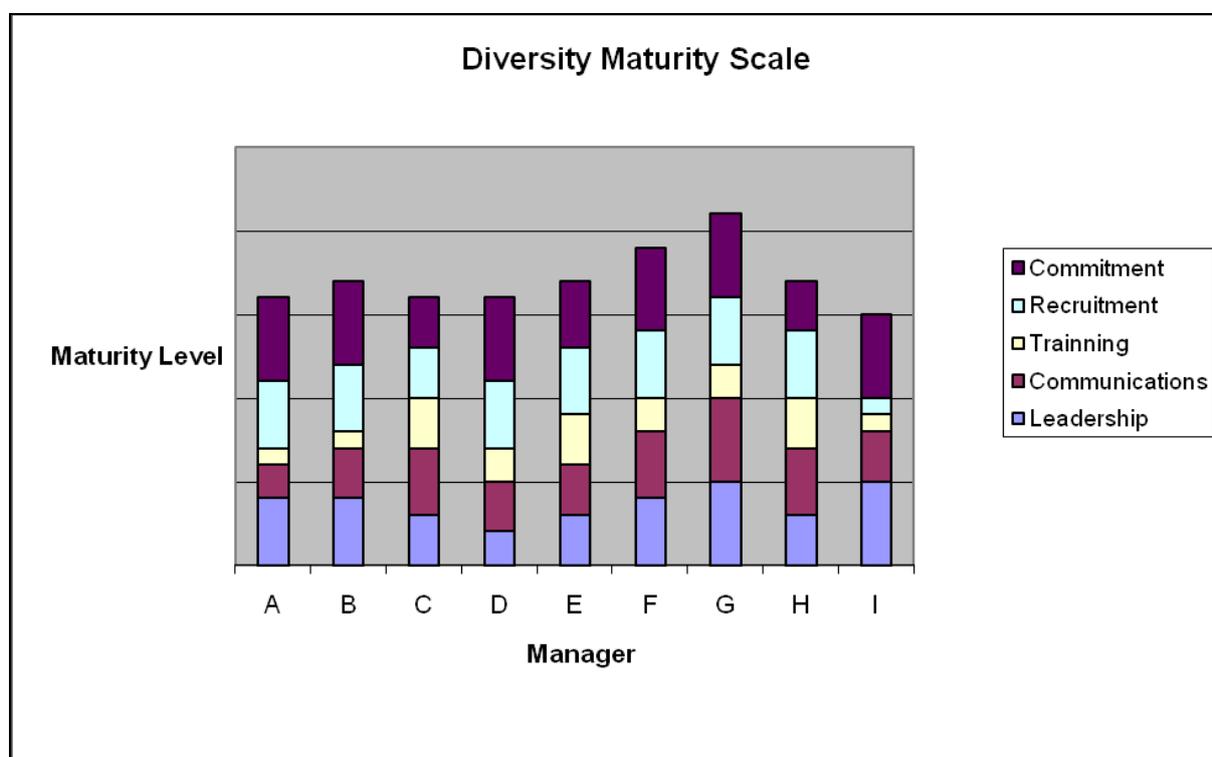| Attribute	Value	Comment
Communications	3	Knows the importance of clear communication.
Leadership	5	Knows about possible conflicts due to diversity, therefore knows how to handle them.
Commitment	5	Top management is very involved in the initiatives.
Training	1	No diversity training at all.
Recruitment	1	There are no recruitment procedures implemented.

Table 11: Diversity maturity scale

As we can see from the results all interviewees have good knowledge of diversity. The companies that they are working for are also pretty good at diversity management. The only thing that is

clearly lacking is diversity training. Some companies have it as part of their introductory management training, but do not offer additional training. The managers that participated in this study showed tremendous appreciation of diversity, but understand that not all managers do so. The main reason for that is that there are still managers who prefer to continue to work as they have been accustomed. There are still mental barriers that do not let them see further ahead, perhaps if they where to participate in such diversity trainings their views will change for the better. Some managers believe that the reason behind the lack of diversity training is because they think employees will lose interest in the subject if too much time is invested in teaching them about it. Another item where we appreciated a level of inconsistency was recruitment. Some of the managers interviewed mentioned that besides targeting more females at the time of recruitment there where not real recruitment policies implanted in the companies. This, they said because they did not have the need to look for some other characteristic in specific. From the review of the literature this can be interpreted as if companies where only going as far as complying with government regulations and that this item wasn't given the attention it deserves. Since recruitment policies can be tied to employee retention we wonder if these companies have realized how important it is to make the working atmosphere an enjoyable one for any new entrant in specific one that can be considered different to the work group.

5 Discussions and conclusions

This chapter will describe our conclusions based on the findings in literature and interviews. Finally we will present our recommendations for managers and also describe how this area can be further developed.

5.1 Answering the research questions

To what extent are the managers in Sweden aware of the impact of diversity in the organizational process?

It is important for managers to understand how the presence of a diverse work team, as with any other business aspect, will affect the organizational process. To begin our answer to this research question, we would like to point to the fact that 5 out of 9 of our interview participants receive a great deal of encouragement from their organizations when it comes handling the needs of working with diverse work teams. In the other 4 cases diversity doesn't seem to have formal written policies, but it is present in their recruitment process. These last 4 respondents explain that even with out any formal policies towards diversity, they feel that this issue comes so natural to the organization that without adapting diversity they would not have been able to penetrate into the markets they are currently part of.

The managers in the cases presented in this study seem to be well informed of both the benefits and disadvantages that come from managing a diverse work force. We can establish that these managers have the knowledge to adjust their daily activities to benefit and/or avoid the disadvantages that come from introducing diversity into their work process. These same work processes to a lesser or greater extent become the reasons for a manager to want to make use of the benefits of diversity. This is so because diversity can contribute to a work atmosphere with new and creative ways to these organizational processes. The fact that managers recognize the reasons why their organizations decide to implant a diversity strategy shows us how well intone they are into how diversity affects their organization's activities. Question #4 shows us that these managers are all were aware of the reasons as to why their companies decided to undergo diversity initiatives. Dass and Parker (1999) explained that organizations act in response to internal and external pressures when adapting diversity to their workplaces. Some of the external pressures expressed by our interview participants where: legal regulations, social commitments, globalization and other economic reasons. In most of the cases hereby studied, the managers themselves understood the importance of diversity in regards of the collective experience that it

brings, giving us the understanding that they themselves serve as internal pressures for their organizations to want to implant diversity all around. They all understood how valuable diversity is to the organization as so expressed in question #9 of the interview. In general the awareness of these managers in regards of how diversity affects the organizational process seems to be very good. They understand the value diversity brings to their company and make use of its benefits while trying to avoid its disadvantages.

How mature are managers/companies when it comes to the management of a diverse workforce?

The managers we met were surprisingly mature about diversity. As we see in the answers from question #3 and #5 were all interviewees gave good answers of the benefits and drawbacks of diversity. In most cases worked with plans to increase the benefits, especially concerning recruitment. They also had a clear view and strategy for communicating with their teams in order to avoid conflicts and misunderstandings as well as the stress diversity puts on the leadership's skills. As seen in the theory chapter a lot of articles points out areas to be more subjective to diversity management than others such as communication and people interactions. One important aspect is also to have support from the organization, the top management which the managers had in various aspects. In most cases the support came from core values that the top management formulates as part of the strategy directives and company culture. This is also supported by Schmidt (2004), Stockdale and Crosby (2004), Helms, Dye and Mills (2009) which all point out the importance of top management support for diversity management.

You as a manager must be aware of how to lead a diverse team, be more considerate of each individual in order to meet their needs and demands. All of our managers met these criterions and felt comfortable with diversity management. They had company culture and core values to support them but also an awareness of potential problems with communication and conflicts within the groups due to diversity. With all this in mind the managers are considered very mature when it comes to management of a diverse workforce.

In order for companies to be well prepared for diversity management, there must be a good foundation in the company culture for spreading this in the entire organization. Top management must be on track and live up to the values in order for to spread down. Eight out of nine interviewees answered that they had top management support according to question #13. Training in diversity is also a necessity in order to get a good foundation for diversity strategies among the

managers and employees. And this was not the case among the companies we met, no one had any diversity training on their agenda, which was left open and not considered.

But when it comes to recruitment all companies were aware of the positive effects of a diverse workforce and had that in mind when recruiting new people to the company as shown in the answer to question #8. This was very good to see because that shows a good understanding of the benefits with a diverse workforce.

We believe that since all companies have diversity in their company culture mostly supported as core values, formulated by the top management influenced the recruitment process but still no company had a defined diversity strategy put on paper. So overall we think that the companies are mature enough for managing a diverse workforce but there are some improvements to be done on the diversity training and to define a diversity strategy to even further benefit from a diverse workforce.

5.2 Conclusions

As previously described there is a lot to gain from diversity. Diversity in the team on the workplace gives everyone a better environment with more flexibility and dynamic. This also put demands on each team member to understand and adapt to. Once fully adapted in the team the success is near. But the road there is a long process that should not be thought of in short terms. Managers need to be able to incorporate diversity into their organizational process. In order to do so they need to first understand how diversity will affect this process. Only then they would be able to compose a diversity strategy that will benefit both the employees and the organization's bottom line. As observed in the results of the maturity analysis, one can wonder what the Swedish workplaces are implementing to ensure the satisfaction of all of the employees in the working atmosphere. Our study shows that managers have great knowledge of the issue although the organizations they work for, in its majority, lack formal diversity policies. It seems that at the moment the Swedish organizations have understood how valuable diversity management is to the organizational process and are working to implement the necessary policies to be able to enjoy its rewards. Both the literature review and interviews shows how benefits can be made out of diversity, there is much to gain to have a diverse workforce especially for companies on the global arena. But there are also drawbacks, managers don't get enough time or resources to spend on diversity, there is not back office support for recruitment and the short term gains are valued more than long term. There is a lack of diversity training further than initial policies descriptions to

entrant employees, this might lead to confusion and misunderstandings among managers and employees that might happen to be of a diverse character.

We were surprised how well prepared the managers and companies were when dealing with diversity and this without any formal training and processes for handling diversity. As our interviews showed a lot of focus was spent on recruitment to get a well balanced diverse team. There was a clear focus on recruiting right people that could bring in valuable experience and background in order to boost the team's creativity and problem solving. As well as to enable for a better customer interaction with people from the same background, that speak the same language and come from the same country. This is seen as a must for doing international business on local conditions. This finalises how managers in Sweden are facing a diverse workforce.

5.3 Recommendations

Based on the finding in this thesis we recommend the following to managers in a diverse workplace environment.

- Listen carefully and try to understand why people say and act the way they do.
- Embrace diversity and let it increase the dynamics and flexibility of the team.
- Use diversity to increase the competiveness and understand your cultural counterparts better.
- Be persistent in your leadership and do not give up to easy.
- Don't be afraid of conflicts, open up the discussion instead of putting the head in the sands.
- Go outside your comfort zone and be more open to change and impressions.
- State the rules for everyone in the team and lay the foundation for good team work.

Avoid the following that others have addressed as issues

- Look long term, be patient even if the gain is not immediate.
- Don't only recruit people with the same background.

For companies we recommend the following

- Accept diversity and make it a natural part of the company spirit.
  - o Use core values.
  - o Make CEO responsible and talk about it.
  - o Train managers in diversity and how to benefit from it.

- Widen the recruitment base to the whole world.
  - Make internal system to help managers recruit worldwide.
  - Have attractive offers to entice the best talents.
- Evaluate how diversity can benefit your company
  - People should have the same background as the ones they are dealing with outside the company, so business is done on the same cultural level.

5.4 Further studies

This thesis could be extended to cover more companies, widen the scope to see if the conclusions are the same. Add more countries to the study and do a full comparison with the article Managing Diversity in Corporate America written by Marquis et al 2008. More factors can be added such as gender and look more on the cultural background to find differences and success factors depending on country of origin. We have not looked at country origin as a factor but we clearly see differences in nationalities and what they contribute to the team structure.

What we lacked the time to do was to include more managers and their employees in the interviews in order to see if the answers from managers are perceived the same from their employees, also to find if people working in diverse teams see the same barriers and challenges as their managers do. But also to look upwards in the organizations to see the differences in how diversity is perceived and what is done about it. Does top management see the same barriers and challenges with diversity as the people on the ground do? That would be very interesting to see. Another way to look at it is how a diversity strategy is implemented and acted upon on different management levels as well as the ground people. Is the strategy understood and interpreted the same all the way from the top to the bottom? When one company is mapped and investigated the next step could be to see if there are differences between different areas of business. Does the IT business differ from medical industry as an example, to even broader the studies more is to move globally and look at countries and the differences there? Then there will be a lot of different factors to include that we intentionally left out from this thesis.

When the interviews grow it is obvious also to grow the number of items in the diversity maturity rankings, since we have only chosen a few of those that we found the most in the literature. One very interested way would be to ask the interviewees what kind of rankings they would like to see to make it more useful for the industry to use the findings and conclusions.

In this thesis we suggest ways to improve diversity management, but we are not investigating the real benefit in money. What is the real monetary value for investing in diversity, how a company can calculate the ROI on diversity? What would the monetary benefit be to rank high on the diversity maturity scale?

Since we didn't see any company that provided training on diversity but still the managers felt confident in handling diversity it would be interesting to dig deeper into this. Find out how that come, have managers of today the education about diversity already from University or other higher education. Or is it so common today that no one reflects over it and it comes naturally in leadership courses as part of listen, observe and coach you employees?

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Appendices

Appendix – 1: Interview questions

Question 1.   How many people do you manage?

Question 2.   How does your company encourage you to deal with diversity?

Question 3.   State three (3) benefits with a diverse team.
      3.1.1.   How do you take advantages of the benefits you mention?

Question 4.   What are the reasons that lead the company to an implementation of a diversity initiative?

Question 5.   State three (3) disadvantages with a diverse team.
      5.1.1.   How do you avoid these disadvantages?

Question 6.   What do you think are the main barriers for implementing a successful diversity strategy?

Question 7.   What types of obstacles do you encounter as you pursue diversity? Why do you think these obstacles exist? Can they be overcome?

Question 8.   What is your strategy? How does your organization pursue diversity?

Question 9.   What is the value of diversity to your company? How do you know that is so?

Question 10. What do you consider important when dealing with diversity in your team?

Question 11. What do you consider less important when dealing with diversity in your team?

Question 12. What do you think about your company's policy for diversity? If it doesn't have one, do you think the company should implant one?

Question 13. What is the involvement of the organizations CEO in these initiatives?

Appendix – 2: Interview results

Questions	Answers
1. How many people do you manage?	Have 21 employees under direct care. The nationalities of them are: Swedish, Norwegian, Spanish, Finnish and Estonian.
	At the moment 9 employees directly under. All are Swedish.
	8 employees from 3 different nationalities.
	None work in HR department with recruitment.
	33 employees from several different countries
	18 employees with 5 nationalities.
	Several hundred from many different nationalities and different sites.
	6 employees with 5 different nationalities.
2. How does your company encourage you to deal with diversity?	The company talks about which diversity issues are present, this at every meeting at a supervisor level (once a month) and lets us decide which of these questions we would want to tackle ourselves. There are not obligations we need to follow, we can chose which ones we want to pursue. The company does encourage very much to hire female employees which are at a very low percentage at the moment.
	The company has a development group that deals with diversity issues, this group investigates by a once a year questionnaire the questions regarding diversity and equality. Then it tries to work on these questions during the year. They would like to increase the diversity of their workforce.
	Core values, diversity and respect. Yes that is encouraged, personally it is focused on.
	Used in recruitments, not clearly communicated within the organization, one core value is always open, strong culture, always open is a really implemented core value, act as one.
	There is a stated diversity culture which makes it natural to have a diverse organization; recruitment is diverse as long as the person speaks English, no limitations.
	Company language is English which encourage diversity, a clear expat strategy to stimulate all the different sites that lead to diversity.
	It is obvious, it comes natural. The company is dependent on diversity, all sales are done outside of Sweden.
	Given not an issue, always worked international. Time differences and distance are the issues not cultural. Distance makes you create misunderstanding and difficulties, same background = distance is less important.
	Core values are one way. Characterize the company on all levels. Leadership program is high-lightening diversity, don't be afraid of it. Works with many customers from different cultures.
	The company has a two year equal opportunity plan that addresses among others issues diversity. This committee reports directly to the company's top management in a quarterly basis. It is also encourage in respect to recruitment.
3. State three (3) benefits	Diversity creates a balanced workforce that brings different

with a diverse team. How do you take advantages of the benefits you mention?	ideas/opinions and technical expertise to the work area. Having different views brings positive results to the work.
	Competence Creativity Experience These advantages give the company an edge to create economic value and raise effectiveness.
	Different angels, different approaches, better dynamics, different cultures brings the culture aspect in all matters and questions, helps with problem solving. Helps the manager to grow, more challenges in leadership with different people(culture background), help group members to grow as well, gives a fun dynamics.
	More creative, more fun, better discussions, more effective, questioning more – how can we do this different? Better understanding, better to approach customers
	Put people on positions that suites them, example people working with a specific regions should come from that region to better understand the needs and culture.
	The obvious benefit is the more mixed a group is the better potential it has, gender, culture, personality. The diversity is one dimension in the group. Contributes to a heterogeneous group. Different customer perspectives are captured with people from different countries. A diverse team makes you to listen more, in order to avoid misunderstandings, which makes to listen even more to avoid, more active to understand each other better.
	Listen more, more active to understand each other. Better customer understandings, makes the work easier since better understandings within the team. A heterogenic group is better at the end is believed but is not really used, is convinced but not really used.
	Working towards other countries makes it easier, understand why different people want in different ways. The way to solve things is more dynamic, different views are raised and different opinions' and questions are coming up. The risk for being excluded is less with many cultural differences. Acceptance is higher. Better dynamic and flexibility.
	Asking the team with peculiars, if someone does something in a different way people ask instead of assuming. Better understand how different cultures are thinking.
	Spoken strategy, deliberate choice to build sites on different locations to get a better dynamic, get 2 different views, more challenges, openness, language is more important than we realize about culture, we perceive people through the language.
	With cultural differences usually different background comes along. Different people brings their own way with them, helps other understand how that culture work. Multi-background helps understand that people are different and work in different ways. Very diverse teams helps understand communicate and foresee different cultural problems.
	Easier to communicate with other departments. Results in a good mix of people. Makes managers better persons.
4. What are the reasons	The main reason the company began addressing diversity was to comply

that lead the company to an implementation of a diversity initiative?	with the law.	
	Primarily to comply with law and regulations and in second hand to make the company assimilate itself more to the surrounding community.	
	Learned the hard way, needs to be in global environment, the market is global and that should be reflected in the organization as well. A way to address a global market place.	
	Long culture with always open, now put in writing, better working environment.	
	It is an international company, looking for talents on a global level, working cross border so it is important to consider these aspects.	
	Working towards other countries makes it easier, understand why different people want in different ways. The way to solve things is more dynamic, different views are raised and different opinions' and questions are coming up. The risk for being excluded is less with many cultural differences. Acceptance is higher. Better dynamic and flexibility.	
	Different cultures have their own strengths, need different forces, need different opinions.	
	Get a good balance, Swedes to systemize, people from India to execute, Americans positive, Japan quality. Strengths from different cultures. Take Silicon Valley as an example a good mix of cultures which makes it a very dynamic environment. Needs a balance to succeed. Diversity in one place is the key to success.	
	It is a global company that needs the input from different cultures since the customers are worldwide.	
	Companies that engage in diversity initiatives win market advantage and success by making use of the available human resources. This company wants to contribute into making a stop to any unfair treatments that might result of ethnic/cultural background differences. In short this company wants to have a more balanced workforce that will raise the diversity among the co-workers.	
5. State three (3) disadvantages with a diverse team. How do you avoid these disadvantages?	-Sometimes religious beliefs get made fun/jokes and some misunderstandings can happen. -Language/communication barriers -Finding the correct accommodations for all (for example women) By trying to be fair to all employees.	
	Language	
	Communication is harder, don't speak your mother tongue, cultural barrier in communication. How people express themselves. Demands a certain level of patience, openness and more conflicts. Higher threshold for accepting assignments.	
	Focus more on the team, make sure the team work is good. More energy on getting to know each other, focus on personal relation in the team, extreme clear communication, open with ground rules and openness needs to be established to everyone knows how it works.	
	Not really seen any disadvantage, could think that different ways of expressions can lead to misunderstandings. "language confusion"	
	Cultural differences and misunderstandings, equal opportunities male - female, hierarchies, understandings about commitments, quality, deadlines.	
	Through a clear work culture, team section and company level.	

		Hard to control, hard to reach solution quickly, to form the group is hard in the beginning. Must be careful to draw conclusions before saying anything, think more before. Be more careful.
		Misunderstandings, things take longer before getting started, unclear different work rules. Needs clear instructions and processes,
		It is a challenge to handle cultural differences. In the beginning it is hard to understand why people act and work in different ways. The team has learned to be open, big difference in the individual leadership for the manager, not possible to deal with everyone in the same way. Higher demands on the manager.
		Persons from different cultural background work differently, thus creating different styles that can result in less cohesive teams. It results in managers having to deal with added problems to their daily work tasks.
6.	What do you think are the main barriers for implementing a successful diversity strategy?	Even if a company has all the intentions of having a diverse workforce, sometimes the right skills aren't met by all persons, thus leading to not being able to successfully implant the diversity strategies.
		People of diverse backgrounds do not apply to the available positions There are still prejudices among people now a day. The time it takes to recruit/educate and accommodate new "kinds" of employees.
		Easy to recruit person with the same background as yourself, easy to value same background. Hard to recruit a diverse workforce. Barrier to make the team work well, a phase needs to go through before up and running. Easy to give up if not done before, not seen the benefits.
		Fear of reverse discrimination, only recruiting people with different background, "affirmative action". Paperwork with people outside of EU, EU is blocking a complete diverse workforce.
		Recruiting based on the strategy but not creating an aware company culture, to get a working diversity strategy the company needs a solid company culture base to stand on, otherwise it will be a straggling culture. Needs a common company culture, needs to be down all the way to team level.
		Short sight will be a blocking point, the problems that occur is more obvious than the benefits. Too much measuring on KPI and other points may block since diversity is hard to measure. Uniform is more effective in the short run. Research shows that flexibility is needed to survive. Diversity and long-term are tied together.
		Political, hard to get people to move, Sweden doesn't have a good immigrate policy. Get good and qualified competencies to move to the country is hard. Compare with Canada and Australia. Language is key, access to well educated persons are hard to find, they are not "allowed" in to Sweden. No climate to attract good people in Sweden.
		I don't see any problems personally. Some managers might want to have more streamlined thinkers, don't see the effort worth to manage different

		cultures.
		Lack of managerial courage, people not accepting to work with others that are very different from themselves mostly because they do not want to change their routines, tolerance is not always present, people reject new ideas.
7.	What types of obstacles do you encounter as you pursue diversity? Why do you think these obstacles exist? Can they be overcome?	Sometimes during the process of recruiting persons there have been comments of him being a racist because he has not hired persons that were from a certain backgrounds, the reasons where purely because of their skills and expertise. He finds difficult to have to hear this type of comments when he really is trying to be fair.
		She feels that there are not many obstacles as to pursuing diversity. But the ones that are present are regarding the resources that get placed into pursuing diversity and trying to develop the needs of different employees. There are also inconsistencies in the way these processes take place, thus making it hard to reach certain goals.
		See above with recruiting background, one way is to get help from others, not be alone in recruiting. Put incitement to improve diversity, or a vision. Hard to value competence if different from your own. Put a clear description of the person you are looking for.
		Ease of bureaucracy, there is no real need for these barriers since there are not enough people domestic.
		Prejudice, everyone has it. International recruitments can be hard, due to regulations. Needs work permit and so on. A better support system within the organization to handle it. The problem exists due to country laws.
		On the expense of clarity, leaders need to be clear otherwise they will have problem. Patience is needed, success is not as easily measured. Persistence and keep on working, communication. Mix in people, talk to each other use the phone, and work broad.
		Political, hard to get people to move, Sweden doesn't have a good immigrate policy. Get good and qualified competencies to move to the country is hard. Compare with Canada and Australia. Language is key, access to well educated persons are hard to find, they are not "allowed" in to Sweden. No climate to attract good people in Sweden.
		No really, since applications have been very wide and many different profiles (background and cultural) so the base for employment are there. A global company often attracts a wide array of applications.
		Some managers have conservative views that prevent them from engaging in new work settings as diversity brings, time to implant new procedures, even when a manager believes diversity is a good thing they not always want to implant it in their teams. These can be overcome by being tolerant and flexible, managers can provide employees to the solutions to everyday conflicts before hand.
8.	What is your strategy? How does your organization pursue diversity?	At the moment he is trying to reach a goal of 50-50% of female and male employees, he is basically trying to recruit as many women as he can. The company seems to be very involved when it comes to diversity at least trying to address the problems that are present with the current

	workforce.
	To implant diversity it needs to be approached as something natural in the working environment, not something forced. These initiatives need to be implanted in all divisions' plans and budgeting works. Each division boss or group leader takes the responsibility to see that this takes place and that their areas live up to the company's vision regarding diversity.
	Want a "width" in the group, not only culture, also personality, background. Needs to be compared to the baseline when recruiting, can be hard to control.
	Organization sends out persons to different countries to work there for a limit period of time. Make project groups of different persons and backgrounds.
	Always Open as core value. Is very well established within the organization, looking at competence and personality, diversity is not really considered. Everyone is welcome as long as the above is met.
	The strategy is to active recruit people with different background with similar competence.
	Yes the organization encourages expats, also in recruitment.
	None spoken, unofficial exist.
	More thinking of different sites to get different opinions, recruitment is focusing on competence not culture.
	Not to search for different cultures, the diversity strategy is to find different backgrounds and different competencies. Tries to recruit external to get new opinions into the team.
	To recruit persons that will help create a diverse workforce, but keeping in mind that their competencies are as important. The company engages top management in the efforts to implant these initiatives. So far any specific training regarding diversity in not active but we are looking to introduce it soon.
9. What is the value of diversity to your company? How do you know that is so?	The company treats diversity as a reality, both in the positive and the negative. The company understands that diversity can bring creativity and a competitive advantage so it treats it as very important.
	The company understands the importance of diversity and also the importance to comply with the law. The company has a diversity plan, higher level management is included in any questions regarding diversity and also they take very careful consideration of the questions that lower level managers bring regarding the matter.
	The value is to play on a global market and handle the different aspects and markets, needs to width the base for recruitment, not all employees from the same bucket. It wouldn't work to have a company that is not diverse when working on a global market. Compared to competitors that are not present on local markets looses since there is a strength in being present and understand the local market.
	There is a value, not measured but felt. Could be measured with employee surveys, not currently done.

	Image, perceived as a global and knowledge intense company. Applications come from all over the world, people see the company as a global company.
	Increased flexibility, a better interface to subsidized in other countries, less risk of getting stuck of in a form or pattern. People are moved and organization is changed so we are not stuck. We wouldn't be so successful if we didn't speak the native language of our customers.
	Increasing recruitment base, the world should be the base not the country. Increasing the dynamics. Customer understanding is key as well, better understanding on how the customer thinks.
	Cultural differences is important from a business perspective, know how to make business with different cultures is important to know. We have learned the hard way that this is important. For instance the Japanese way of doing business is very different from American way or the Swedish way. Some work with long sight and relations instead of the best solution currently and cheapest.
	This company would like to see conservatives ideas disappear in order to pursue diversity to its fullest. Flexible and more relaxed attitudes are looked for in managers, in order to change the mental barriers that might exist. By treating diversity initiatives as a long term issue, the company assures that it will become a part of the company's values.
10. What do you consider important when dealing with diversity in your team?	That everyone is treated equally and that all employees meet the right qualifications and enjoy their work.
	Respect-all employees need to be treated respectfully and equally.
	Openness, understanding, communication clearly alot too much even. Both leader and team members, needs to be both ways. Example Swedes often jokes about culture, which is very offended by other cultures. Not to have preconceived opinions.
	N/a
	Clarity, be clear on the rules on the workplace, also perceptive, have a cultural understanding, try to understand why people act as they do, if it is cultural or personal behaviour.
	Just not to handle diversity, handle individuals and talk about the issues, less value more issues.
	Language is key. Need to speak the same language not to create a separate group. Accept the different views, way to decision is different. Clear leadership is needed.
	Individual leadership, people in the team must be open and open minded. Focus hard on the team structure and personal qualifications. Recruit the right persons are very important.
	Competence is the goal, no matter where it comes from. Treat it long term, try to find new ideas that take the organization where other don't go.
11. What do you consider less important when dealing with diversity in your team?	I think that the less important thing when dealing with diversity is putting a label to the employees, there should not be special treatment to one group vs. another.
	No answer
	First you think it is important to follow the culture rules but it doesn't

	matter if you break as long as you are open and honest. Still you need to prepare and learn about different cultures.
	N/a
	It is less important to get stuck in person's background, how things are different where they came from, may stop people from being part of the group.
	Group is not as important since it handled automatically.
	That everyone agree, the Swedish way.
	Competence is more important to complement the team, cultural diversity is less important.
	No answer
12. What do you think about your company's policy for diversity? If it doesn't have one, do you think the company should implant one?	It's a good and fair policy.
	I think it is a good policy, but it still has a long way to go, to reach its full potential.
	It is good, very good. Well thought through.
	No policy is in place, only core value. No really needed since the always open core value is so strong in the organization.
	It is clear to encourage for diversity but unclear to use it. Diversity is not fully used, for instance expats are not used for bridging people more used for personal networks. There is a lot more potential than what is used.
	It is good, fits the organization and on a personal level.
	Swedish companies are good at this. Culture in companies is very important.
	Agrees with it, it is good. Know how to act within the company and externally.
	Completely in agreement, it's a good policy that wants to deal with any unfair treatment of any employee that might result from them being different to any extent.
13. What is the involvement of the organizations CEO in these initiatives?	He is very involved in these initiatives, he listen to any concerns we have regarding these type of questions. He also is part of the company's group that deals with the diversity plan.
	He is very involved in these initiatives.
	CEO has set them and is very involved.
	The CEO is really core values, he is a really good role model for the core values and that is really important.
	Don't know.
	High, he is supporting the initiatives and a believer of them.
	It starts with CEO, you don't do what is said you do what the leaders do. It is more Swedish than general.
	The CEO stands behind the core values, he addresses it in his speeches.
	The CEO is the head of the equal opportunity plan where diversity is one issues treated.