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Diversity management initiatives

- from implementation to results

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Abstract

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Keywords: Diversity, initiatives, measurability, effectiveness, globalization, goals, profitability, perspectives, employees, Sweden.

In today's globalized world, with moving workforces, there is high pressure from the society for working with diversity management. The executives of diversity play an important role in whether an initiative will be successful or not, which is why the focus has been on the executives' perspective and intentions on the initiatives. This thesis aims to investigate diversity management initiatives in three different Swedish companies and investigate the process of the initiative and its results. Qualitative interviews with both executives and employees, has contributed to a practical and adequate perspective. The interviews showed that the process and chosen approach in each one of the initiatives are different from one another, although all of them have had successful outcomes.

Today's focus on measurability and increasing results are affecting the possibilities to implement an initiative, as the connections between a successfully implemented diversity initiative and results are somewhat weak. Implementing diversity initiatives are often about changing company culture and employee's attitudes, which is a rather time and resource consuming process. This combination of pressure on results and measurability in combination with a time and resource consuming process may prevent the willingness to introduce diversity initiatives, since the outcomes are not always clear.

The thesis suggests that it may take a while before you see results of a diversity initiative and that the results may not always be measurable, since it is often a change of attitudes. Important factors are a dedicated executive and effort from employees and a realistic expectation on what can be achieved.

1. Introduction

Diversity management is something that has been on the world agenda for a long time. Different approaches have been discovered and discussed by an immense number of researchers. The globalization-taking place in our world today, is contributing to new social and cultural compositions in the workforce. This has led to a shift in the managers' focus and is putting a lot of commitment to diversity management initiatives.

According to Lamson (2013) from the Diversity Journal, a general idea is that Sweden is a leading country regarding diversity initiatives in the world. There are a number of reasons for Sweden's success, for instance, the country's relatively high rate of immigration as well as workforce immigration. As an example, there are statistics showing that 11% of the Swedish population was born in another country (Lamson, 2013). The diverse workforce requires guidelines regarding cultural challenges and how to manage them. In comparison with other nations, Swedish companies use diversity management initiatives in a higher frequency, due to the existing circumstances in the country, which makes Sweden a relevant research object (Lamson, 2013). For instance, the Swedish discrimination ombudsman's handbook, that was published 1999, is making suggestions about measurability and definition of diversity goals. Examples of such goals might be knowledge of foreign language, employee's attitudes to ethnic diversity in the workplace (Omanović, 2002).

Since we are living in a result-oriented society, it is of high interest for us to investigate the economic effects of working with diversity management initiatives. A common idea is that bringing diversity initiatives into the company will increase the profitability and effectiveness. To increase the validity and topicality regarding this question, it is of high importance to be able to show that the efforts being made can be measured (Llopis, 2013).

1.1 Problem discussion

Globalization in our society has come to stay and it affects all the aspects of our life. Workforce society is being affected in the highest degree, since the need to be flexible and adaptive is becoming more and more essential (Mor Barak, 2005). The latest decades the economic, social, demographic and political changes have brought more and more minorities and women to the workforce. This among with other causes has led to an increasing demand of working with diversity management (Dass & Parker, 1999). The solution in many

companies is turning to diversity management initiatives, to create a workforce that matches the diverse society we are standing upon. American Sociological Association writes that Herring (2009) states that working with diversity initiatives, will lead to higher profitability and effectiveness.

When sorting through existing literature, we felt there was a lack of practical examples of those initiatives in Swedish companies. We also found it difficult to apply the existing research on measurability, without having any relevant reality-based examples of organizations that clearly shows the link to the outcomes and results.

Therefore, our main focus in the thesis has been to investigate topics we experience a gap of in the material. We have been trying to reach this through investigation of three carefully chosen Swedish companies through interviews. To obtain as broad perspective as possible, we have interviewed both executives and employees, also to get as objective points of views as possible. We think that real-world examples are essential for future work with diversity initiatives, since they are reflecting the society we are living in.

1.2 Purpose

The purpose of our thesis is to investigate how organizations and their executives are working with diversity management. *To be more specific we will study how the implementation and processes of diversity management initiatives are dealt with in three different Swedish companies.* The processes we are referring to are the continuous activities that are performed in the operative area and by implementation we mean the transformation of strategies into operative area. The companies we chose are Skanska AB, ICA Gruppen AB and Telia Sonera AB. We also intend to investigate which results are achieved, how they are measured and evaluated. It will also be of high importance for us to investigate how the executives and employees experience the initiatives.

1.3 Research questions

- Why do companies use diversity management?
- What does the process of implementing diversity initiatives look like?
- What is the main goal of using diversity management initiatives?
- What is the most determining outcome of those initiatives?

1.4 Delimitations

Sweden is a fascinating research area and according to the Diversity and inclusion report (2009), it is also the leading country in the context of global diversity readiness. Indeed being natives gives us a better understanding and contributes to a deeper analysis. We have limited the main focus of the interview process to people with manager positions, because we believe that they will provide us with information about not only the process itself, but also the results and the outcomes. To complement that material, we have included employees with non-managerial positions. Time limitations have reduced our possibilities to carry out more than two interviews per company. Also, the geographic location of our chosen companies, limited our possibilities to accomplish more live-interviews. Since the chosen companies are located in Stockholm whereas we are in Gothenburg there are some flexibility limitations when it comes to the live-interviews. Our time in Stockholm was limited and therefore we have performed two of our six interviews on telephone.

We have chosen to examine the historical perspective, but our main focus has been on the current situation in the concerned organizations. The focus on the future outlook has been of less importance to our research study, even if it has been included.

2. Methodology

In this chapter we discuss the approach we have chosen to use when writing this thesis. We present the methods we are using to collect the needed data, but also other issues like for example the choice of interviewees and the method of designing our interview questions.

2.1 Selection of research approach

We have chosen to work with a qualitative research method, since this approach seems better suited for our chosen purpose according to Kvale & Brinkmann (2009). They describe the qualitative research method as a way of understanding the world from the interviewee's perspective and to create an understanding, before connecting theory and practice. The interview-process has been a mix between on-set interviews and telephone interviews. Correspondence through e-mail has also been an important part in our approach, since it has been a way to gather more detailed information. With this approach, we are more likely to obtain more substantial results, which is what our study aims to do.

An alternative to the qualitative research could have been quantitative research, which could have provided us with more statistical results. The alternative of using the quantitative research, would give us opportunities of *mechanic counting*. With help from computer programs it would have been possible to go through a big amount of information in a short time and register, what can seem to be simple but interesting categories (Esaiasson, Gilljan, Oscarsson, Wangerud, 2012). The reason for our choice of the qualitative research is our search for specific details in our performed research, which can be achieved through a detailed review, which is not the main idea of the quantitative method.

2.2 The qualitative method

When choosing a qualitative research method and interviews, a number of parameters should be considered and taken into account when analysing the given information. Alvesson (2003) points out the importance of not simplifying the interview situation and not leaving out a theoretical understanding of the interview process. Also, he suggests a *reflexive pragmatism* view on the interview, meaning to work with alternative lines of interpretation. This approach has two advantages, one of them is avoidance of nativity and the second one is creativity followed by appreciation of complexity in the interview situations. Reflexivity is about

exploring more than one set of meanings and challenging them. Lincoln & Guba (2000) brought up an interesting quote; *“reflexivity is a process of critical reflection of oneself as a researcher”*. Working with the material with high flexibility and with a critical point of view, can give you a more righteous answer. For instance, when we did not get the answer we wanted, when asking a question in a particular way, we tried to rephrase the questions, to get appropriate answer. One of the metaphors applicable is the use of language and how the way we phrase questions will frame the answers to our interests (Alvesson, 2003).

Alvesson (2003) is introducing several positions, when it comes to interviews. One of the positions is called neopositivist, in which position *“the interview is a pipeline for transmitting knowledge”* (Holstein & Gubrium, 1997, s 113). We believe that at first this is where we were positioned and we had a genuine believe in this approach. Alvesson (2003) states that several problems might appear dealing with this approach. Respondents might produce only careful responses, since an issue of trust is appearing. This is when a more social view is in place, for instance the solution might be to make several repeat interviews to create trust. According to Alvesson (2003), the romantic view is in place here, where a more genuine human interaction is in place. In line with the romantic perspective we were trying to emphasize the interactivity and closeness to all our interviewees. The disadvantage of this approach might be that the answers are strongly connected to the moves of the interviewer and the situation itself (Alvesson, 2003).

Alvesson (2003) is stating that the trustworthiness in the interviewee’s answers can also be affected by its loyalty to the company, and therefore keep information, that might be of interest for the interviewers. The answers we got from some of the interviewed were sometimes interpreted as a form of moral storytelling, which also makes the information complex and with a need to be reviewed from a critical perspective.

Noticeable is that all interviewed executives are women. This is likely to affect, not only the answers, but also situation during the interview, since we are women ourselves. It also gives us a hint on the gender distribution on executive positions in HR-positions.

2.3 Choice of interviewees

Through our research process, it has been important for us to get as broad perspective as possible. That is why the companies we have chosen are operating in different business areas. We ended up choosing three Swedish companies; Skanska, Telia Sonera and ICA gruppen. When choosing the companies, we knew that both Telia Sonera and ICA gruppen had a lot of experience in working with diversity questions. This partly through information from our supervisor. The choice of Skanska was more a choice of a person, rather than a choice of a company. The person we were about to interview had a lot of experience in our research area, especially since she had research experience at two of the Sweden's most successful universities. We found out about the executive at Skanska after doing some research on which companies would be suitable for our study. Apart from that, we also got a confirmation from our supervisor that the executive was a well-known researcher in the area. To narrow the study in some way, we chose three companies, all three with headquarters in Stockholm. We succeeded to perform four on-set interviews during the same week, which was very positive for us since the distance and time limitations. The on- set interviewees included three executives; all three were executives for diversity questions in each company. The fourth on - set interviewee was an employee responsible for business and brand development.

The interviewees are presented in the chart below:

| | Company | Gender | Position within the company | Education | Type of interview | Transcription | Length of interviews |
|---------------|--------------|--------|---|------------|-------------------|---------------|----------------------|
| Interviewee A | Telia Sonera | F | Talent management director | University | In person | Yes, 7 pages | 90 min |
| Interviewee B | ICA gruppen | F | Mångfaldsstrateg | University | In person | Yes, 7 pages | 90 min |
| Interviewee C | Skanska | F | Diversity director | University | In person | Yes, 8 pages | 60 min |
| Interviewee D | Telia Sonera | M | Offering specialist | University | Telephone | Yes, 4 pages | 40 min |
| Interviewee E | ICA gruppen | F | Business and brand developer and HR-manager | University | In person | Yes, 3 pages | 40 min |
| Interviewee F | Skanska | M | Project leader | University | Telephone | Yes, 3 pages | 25 min |

2.4 Realization

Our first contact with all three executives was through e-mail. There we had a possibility to make an introduction and presentation of our project and ourselves. Further, when executives became interested in our research, we made telephone contact with further information as well as deciding date for the interviews. We also agreed to send some short introduction questions beforehand to make it possible for the executives to prepare themselves for our visit.

The on-set interviews were performed at the companies' head offices in Stockholm on 22rd-23th of April 2014. All the interviews were held in conference rooms and we got permit to record all interviews. According to Patel & Davidson (2003), there is a clear advantage of using a recorder, since the information output will be more correct. But it is also important to be aware of that the presence of the recorder might affect the openness of the answers (Patel & Davidson, 2003). During the interviews, we had a possibility to present our research and the executives shared some of the printed documents about their work with us, which made us feel like they were well prepared for our visit.

The responsibility of asking questions was something we shared, although in each interview one of us had the main responsibility for taking notes and take responsibility for the recorder. Immediately after the interviews were performed, we transcribed the interviews to make sure we did not leave out any important details.

2.5 Designing questions

When planning the appropriate questions to involve in an interview it is a strong recommendation to be well grounded in the research area (Patel & Davidson, 2003). That is why we had finished a big part of our theoretical framework, before designing the questions. When designing the interview questions, it is appropriate to start with some general overview questions to increase interviewee's comfort, according to Patel & Davidson (2003). For instance, it might be questions about the person's background and education. It can be suitable to take two or three of those questions, before continuing to the core interview and more detailed questions. Another recommendation that we followed was to finish with some general questions (Patel & Davidson, 2003).

In line with Patel & Davidsons (2003) recommendations, we have tried to avoid leading questions as well as assuming ones. We also tried to avoid long questions to create a more independent interview situation. However, in some cases it was necessary for understanding,

for instance, when we asked whether the initiatives were founded from the pressure from external trends. All the complete questions are presented in our appendix in the end.

Our main intention in our interviews was to have as open questions as possible. The openness enabled the interviewees to talk more naturally and provide us with more spontaneous perspectives and insights. To make the questions as appropriate as possible, we made something called pilot study (Patel & Davidson, 2003). The pilot study was performed in order to get feedback about which questions may be misunderstood or which questions should be developed to gain better understanding. One of the people giving feedback on our questions was our supervisor; the other two others were course participants in our class. We believe that the pilot study helped us to increase the quality and validity of our questions and could contribute to the best possible results of the interviews.

2.6 Literature review

We figured that the ultimate way to gather information within this research area was to search for existing material in books, texts and articles, as well as using statistical and annual reports, which qualifies as quantitative data. We are aware of the subjectivity in the sources that have been used in our research. Although since we have been using several quantitative sources with different authors and origin, we believe that a relatively objective and theoretical view on the topic has been achieved. It has also given us a possibility to see our research area from different points of view. We have also been questioning the reliability of the used sources, for example by examining the author and the reliability of the sources. Due to the limitations in time we are aware of the challenge to get a complete perspective on the research. Hence, we have focused on the most relevant and frequently used data and material. We have been using English as well as Swedish sources in our review.

We mainly have been using the databases at Gothenburg School of Business, Economics and Law. Some examples are GUNDA, Libris and Google scholar. We have tried to use some significant keyword, when searching for the appropriate material, such as *diversity, initiatives, measurability, effectiveness, Scandinavian management* as well of combinations of the mentioned above.

We are aware of the issue that might arise, when depending on interviews as the main source of data, which is why we have been focusing on searching for secondary data, theoretical

framework, research results etc. When investigating secondary data, we have been searching for both texts, articles and books that qualify as qualitative data, as well as statistical and annual reports which qualify as quantitative data.

2.7 Quality issues

During all the performed interviews we used a recorder, which made it possible for us to be more concentrated during the interview itself. The recorder helped us transcribe the interviews later and collect the important details we might have missed. A slight loss of information might have taken place when transcribing the interviews, since they were held in Swedish (Patel & Davidson, 2003).

For us it was important to perform as many interviews as possible in person and we made sure that all of the interviews with the executives were performed on set. Interviews made on set open up for more spontaneous answers and analysis of body language and other factors that may make a determining impression. Two of the interviews with employees were performed by telephone; not seeing the person in front of you contributes to a different perspective and possible loss of observations in the interview.

Noticeable is also the fact, that in one of the interviews we had to perform with two persons at the same time, one executive and one employee. We would have preferred to interview them on at a time, but this was not possible, since they did not have time for that. This led to a lack of individual answers and they were answered more collectively.

2.8 Processing the empirics

After the interviews were held we transcribed the material immediately, mainly since we had the interviews fresh in mind and would not miss any details. But also it gave us an opportunity to reflect and together realize if we shared the same impressions from the interviews. Already before the interviews were transcribed, we kept our theoretical framework in mind and began to get some structure on what the text should look like. After the interviews were held and transcribed, we discussed the most distinct parts in the interviews and came up with suitable headlines for the text, for instance today's strategies and implementation, measurability and goals and intentions.

Summary chapter 2

In this chapter we have discussed our choice of method and its pros and cons. The process is presented from the beginning to its end, from choosing companies and individuals to designing the questions and the realization taking place. We have discussed the alternatives for our qualitative choice of method .We have also analysed how our choice of literature have affected our theoretical framework and empirical findings. Our theoretical framework will be presented in the following chapter.

3. Theoretical framework

In this chapter we are presenting our theoretical framework that will increase our understanding that will help us carry out a skilful analysis. We will define the diversity management as a concept as well as discussing the existence of diversity in daily society. Also we will review the process of the implementation of diversity initiatives, as well as its measurements and evaluations.

3.1.1 Diversity definition

Before investigating how diversity is used, a clear definition of the concept is acquired. Diversity is a term that describes cultural and demographic characteristics of a labour force, customers or population in general. Positive effects are achieved through diversity when acceptance and recognition is achieved among people and it can lead to a more productive use of human resources, more qualified staff, creative problem solving and better understanding of each other and the market around. Negative effects appear when diversity leads to misunderstanding, intolerance and distorted communication. Which set of outcomes will appear depends on how people in each organization will welcome diversity and implement it in reality and how well the executive will manage it in the most efficient way (Nancy DiTomaso & Corinne Post , 2007).

According to Puccio (1999), Loden & Rosener (1991), states that diversity can also be defined as something that differentiates one group from another, mainly along primary and secondary dimensions. Examples of primary dimensions are gender, ethnicity, race, and sexual orientation, in other words dimensions having primary influences on our identities. Secondary dimensions on the other hand are less visible and have less impact on our identity. Some examples are educational background, religion, and family status. These dimensions have impact on our self-esteem and self-definition. There is also a third type of dimensions, called tertiary dimensions. These are seen as a core of the individual identity and these can also be seen as the core that provides the real essence to diversity. Examples of these dimensions are feelings, values and attitudes (Loden & Rosener, 1991).

Dass & Parker (1999) states that it is difficult to define whether working with diversity improves performance in organizations, since people define diversity differently. And with different interpretations of the concept, comes different ways of working with it and outcomes.

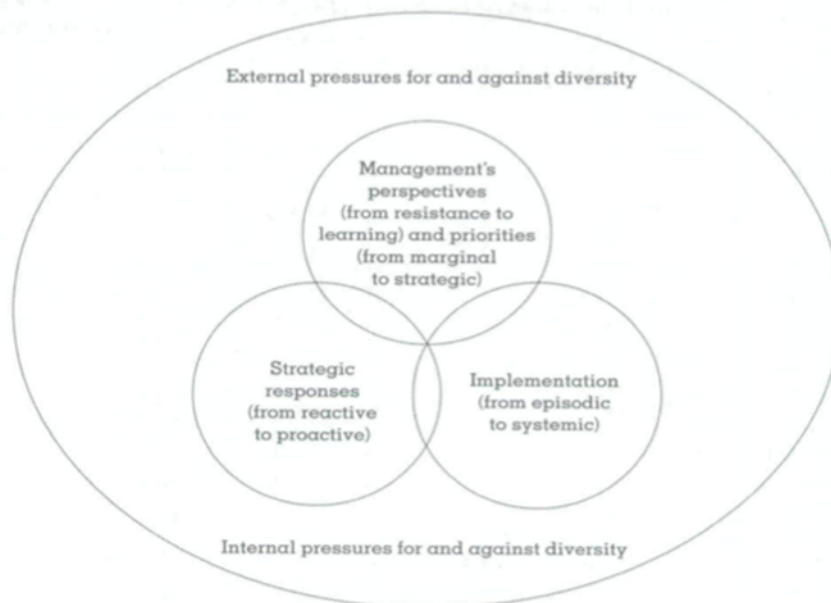


FIGURE 1
General Framework for Managing Diversity

General Framework for Managing Diversity, Dass & Parker p. 69

In order to please the external and/or internal pressures companies can adapt the concept of working with diversity, while other companies and managers gather a diverse workforce without any pressure from external or internal parts. Whether you choose it or not, these strategic decisions will however eventually lead to an increased need of working with diversity management. A match in diversity pressures is likely to benefit the organizations whereas a mismatch will probably bring costs. Since there is no correct definition of the diversity the way of working with it should be seen as particular rather than universal (Dass & Parker, 1999).

3.1.2 Diversity management definition

To be able to research why companies use diversity management as a tool it is important to have an understanding of its definition. Diversity management refers to the approach of workforce diversity development, organizational culture change and empowerment of the workforce. It is an approach where plans are made for a change and the participants of this

plan do not see human differences as threat. Empowerment of the workforce refers to the process of sensing personal power, confidence and positive self-esteem. Empowerment becomes a key process when diversity management initiatives are on the organization's agenda (Arredondo, 1996)

According to Arredondo (1996) diversity management initiatives involve several different key players and a clarification of each player's responsibilities is essential for a successful implementation of the diversity initiative.

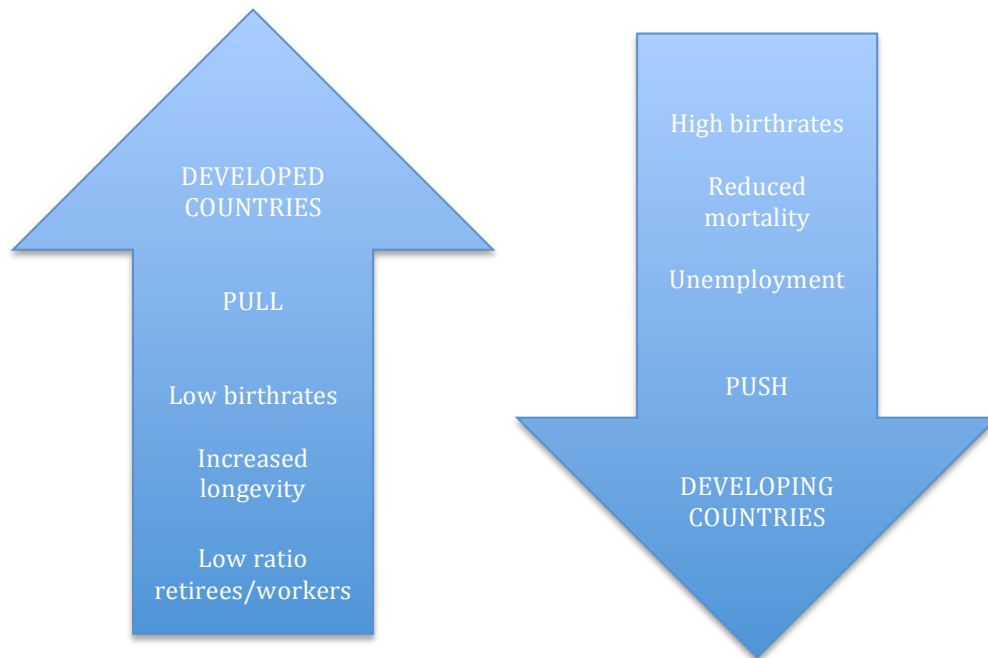
3.2 The reasons for the existence of diversity management

To be able to clarify the goals with the initiatives one has to understand the reasons that have contributed to diversity management's existence. According to Mor Barak (2005), demographic trends are an underlying factor for the increasingly diverse workforce and the challenges that come with it. The perhaps largest reason for this is that more and more children survive since the breakthroughs in public healthcare, education and science. Therefore a larger amount people survive and are able to live to adulthood and have children of their own, which leads to an increasing population (Mor Barak, 2005).

In contrast to this, the workforce in the developing countries is encountering problems with a slowly growing and aging population, which in certain cases is even declining. Innovation and discoveries in medical healthcare has lengthened the life expectancy and the number of working-age years in developed countries. The challenges in birth rates are an increasing problem in most of the industrial countries, whilst population in developing countries continues to grow (Mor Barak, 2005).

While talking about a global context it is worth mentioning that large corporations nowadays are international and multinational. Meaning, they operate on an international level and have offices in other countries apart from the headquarters. Therefore, local adjustment is needed. Demand, supply and labour costs today are balanced through economic integration and migration, where we have a large flow of human capital, reigning from places all over the world. Even if the migration may be relatively small in relation to the total world population, it is often noticeable because of cultural and social differences.

Since the middle of the century the flow has changed, from developing countries to developed countries and/or other developing countries. As an example; European countries needed working-aged population as a result from the losses in the Second World War, according to Mor Barak (2005).



The workforce flow, Mor Barak, 2005 p.116

The whole concept of working against discrimination and equal opportunities began in 1948, when the United Nations wrote the Universal Declaration of Human Rights. The trend continued and spread widely across the United states and Europe, where it lead to several laws protecting the rights of every individual. The declaration of human rights was of big relevance to studies and projects, especially from a global perspective. Mor Barak (2005) states that in most countries today, job discrimination related to gender, class and race is forbidden. The trend is going toward a more and more equal job environment.

The stated reasons above lead to the need of establishing diversity management guidelines, programmes and initiatives in order to meet the rapidly changing needs. (Mor Barak, 2005).

Many researchers mean that diversity as an issue had its start in US and its civil rights movement in 1960's. Programs addressing social injustices were introduced and some success of them was achieved by the 1980's. In the early 90's the concept managing diversity or diversity management was introduced by some researchers, at that time it was referred to

demographic changes in the US workforce, the globalization and the expected increase in productivity. The US success within diversity management literature has inspired the diversity research in other countries and Sweden is no exception from it (Omanović, 2009).

3.3 The mobilization of diversity in Sweden

Since the companies we aim to research are located in Sweden, it is interesting for us to understand how diversity was mobilized in Sweden. The conception of social diversity in Sweden was developed from the goals of Swedish migration policy, since a substantial immigration increase was taking place in Sweden during 1990's. Omanović (2009) writes that approximately 430 000 people immigrated to Sweden during that time, mostly from Somalia, Iran, Iraq and former Yugoslavia (Leijon and Omanović, 2001). More than one million out of the Swedish nine million population was born outside of the country by the year of 2000. High unemployment among immigrants gave birth to a discussion on these problems and an active promotion of immigrant integration in the society was about to start. The equality promotion as a result of recognizing the changing demography in was a reason for increasing diversity in the Swedish society and the workplace. Although it was not the only reason for the promotion of diversity, another important factor was encouragement of using all the resources existing in the Swedish society to be able to maintain welfare and promote economic growth. In 1999, the political mobilization resulted in the *Law against discrimination in Working Life (1999:130)*, which was a consequence of low effects of previous laws against discrimination, as well as concerns about future unemployment among ethnic minorities. The law was supported by a belief in increased diversity by the promotion of equal rights in the society. Omanović (2009) is stating that also the European union has played an important role in the mobilization of diversity. For instance 2002 the union passed two anti-discrimination directives on racial equality and employment equality. One of them forbids discrimination in employment, education, social protection, social benefits and the provision of goods and services, and the other prohibits discrimination in employment regarding disability, age and sexual orientation (Omanović, 2009).

According to Omanović (2009), the diversity phenomenon in the Swedish society was well established in the late 90's. Workshops and various actors from the government and institutions organized seminars regarding diversity. It was by that time that the first evidence of the new profession *the diversity consultant* appeared, the role of whom we will return to in another section; the role of the diversity director (Omanovic, 2009).

3.3.1 Swedish perspective on diversity management

The given history and stated reasons above have been important factors for the development of diversity management in Sweden. According to Lamson (2013), Sweden is a leading country regarding diversity initiatives. Two perspectives operate diversity work in Sweden, the first one is the justice perspective and the second one is the business administration perspective. The justice perspective is about solidarity and equal rights in the society. The business administration perspective is about taking charge of the employee's competence by keeping the aspects of efficiency in mind. These two perspectives should combine and complement each other when working with diversity (Abrahamsson, 2000).

An aspect worth mentioning is that according to Swedish legislation, *Personuppgiftslagen* (SFS 1998:204), it is forbidden to keep registers over employees, their religion, sexuality and origin. This limits the possibilities to measure and identify certain groups, although it protects the employees' integrity.

Swedish government has emphasized the importance of institutions' and companies' ability to reflect the differences of the society. This importance was lifted in the government proposition 1997/98:16, *Sverige, framtiden och mångfalden – från invandrapolitik till integrationspolitik*. For instance institutions that are controlled by the Swedish government such as The Swedish Social Insurance Agency¹ are required to present action plans that promote ethnic diversity (Ekelöf & Fägerlind, 2001).

The Confederation of Swedish Enterprise² has been working with diversity questions for more than 20 years. A lot of cooperation projects are on set between, The Confederation of Swedish Enterprise labour unions and the institutions involved in diversity and these projects have been focusing on employing people with other backgrounds. In general one could say that the Swedish diversity work has been focusing on ethnic diversity, but also on gender, or a combination of these two (Mlekov & Widell, 2003).

¹ In Swedish Försäkringskassan

² In Swedish Svenskt Näringsliv

3.4 Introduction of a diversity initiative

According to Arredondo (1996) some answers need to be answered when introducing a diversity management initiative. First question according to her is *what*. What exactly is the expectation? A key solution here is a clarification of the roles that has to be made. It is of high importance to distinguish between the role of the CEO, the role of the diversity director and the role of the committee in the initiative (Arredondo, 1996).

The second question as Arredondo (1996) states in the initiative process is *how*. How will the people involved prepare themselves? Several different points follow the answer. First point is the team building, it is important to notice that not all members have the experience needed when the initiative is about to be implemented and might acquire more training. Also important is the recognition of the value the team-building activities can bring for all members.

Another point that is important in the preparation of the initiative according to Arredondo (1996) is education. To increase the efficiency of organizations work with diversity it is essential for each member to understand the purpose of diversity management. The blueprint for the diversity initiatives should be introduced during the education phase. The lack of knowledge can often cause uncertainty and scepticism, which is why it is important to introduce the blueprint of the initiative as soon as possible to avoid negativity among employees (Arredondo, 1996).

Kumra & Manfredi (2012) also states that the more specific and detailed a policy is the greater are the chances and possibilities to implement it. They also point out the importance of understanding of the vision as well as the key objectives the organization is trying to achieve. Kumra & Manfredi (2012) notices the requirement of daily communication and diversity awareness training in order to create an organizational environment where diversity is not only tolerated but also actively valued by the whole organization.

Perhaps the most important skill in working with diversity is knowledge about how to work through conflict and contradiction. By definition diversity means difference in point of views and opinion, which naturally may lead to conflict. That is why there is a high need of providing the employees with education for managing conflicts and bridging differences, in

particular when introducing a new diversity management initiative. (Nancy DiTomaso and Corinne Post, 2007).

3.4.1 Effects of team building

As mentioned before it is important not to assume that the employees have had previous experience with diversity and that there are differences that may separate a group from its charge. Examples of such differences can be interdepartmental competition, varying ideas of priority for the initiative, self-interest etc. For that reason team-building activities are advocated for all members of a diversity committee. Team-building activities can generate a clear understanding about individuals' expectations, self-interests and reservations.

Arredondo (1996) states that the employees are able to establish interpersonal relationships that might not have existed before. The capacity to establish group awareness, respect and cross-cultural flexibility sets the tone for the future working process. Through the discussions being held it is possible to identify individuals' strengths, interests and biases things that can help the group reach the goals and intentions that are being set (Arredondo, 1996).

3.4.2 Effects of education

Another important factor when planning for an initiative according to Arredondo (1996) is education, which can make employees' work more efficient. Developing an understanding of the diversity initiative is essential for its success. The education may occur through group, self-directed learning as well as through assistance of consultants. Knowledge building about internal demographic data and policies has to take place to make everyone involved equally informed and educated. The introduction of the blueprint for the initiative should be involved in the phase of education, since knowledge about the blueprint process may reduce the uncertainty and scepticism among the members of the committee (Arredondo, 1996).

Employees are able to establish an organizational definition for diversity and diversity management. Experienced members of implemented diversity management initiatives have reported that the increasing knowledge gained through education, have helped them to communicate the initiative more with more confidence, also meaning in a more efficient way. This process may also make committees able to define his or her role more clear and see the possibilities as well as the limitations of it (Arredondo, 1996).

3.5 The implementation of the diversity initiative

Even if recommendations for the introduction mentioned above are achieved the implementation of diversity initiatives varies strongly between organizations. The influence of pressure and regulations play an important role, although the correlation also is strong with how important a manager thinks the subject is and how high he or she prioritizes it. The combination of the pressure and the priorities for managing diversity results in 3 different approaches to the problem (Dass & Parker, 1999).

These three approaches are presented below:

| | | Priorities for managing diversity | | |
|-------------------------|----------|---|--|---|
| | | Marginal | Significant | Strategic |
| Pressures for diversity | Low | Episodic Structure: Ad hoc, isolated Controls: Vary Rewards: Vary | | |
| | Moderate | | Freestanding Structure: Ongoing, Stand alone Controls: Staff positions Rewards: Negative | |
| | High | | | Systemic Structure: Ongoing, integrated Controls: Line positions Rewards: Positive and negative |

FIGURE 3
Implementation of Strategic Responses for Managing Diversity

Implementation of Strategies Responses for Managing diversity, Dass & Parker, 1999, p 73

The Episodic Approach is an approach that is common in organizations, in which there is little pressure on working with diversity issues and the managers see diversity as a relatively insignificant problem. Initiatives in organizations with an episodic approach, are often isolated and separated from the organizational activities and therefore less important and more powerless.

The Freestanding Approach, according to Dass and Parker (1999) is an approach that corresponds well to managers, who experience a moderate pressure for using diversity initiatives and tend to create new diversity initiatives. However these are rarely fully

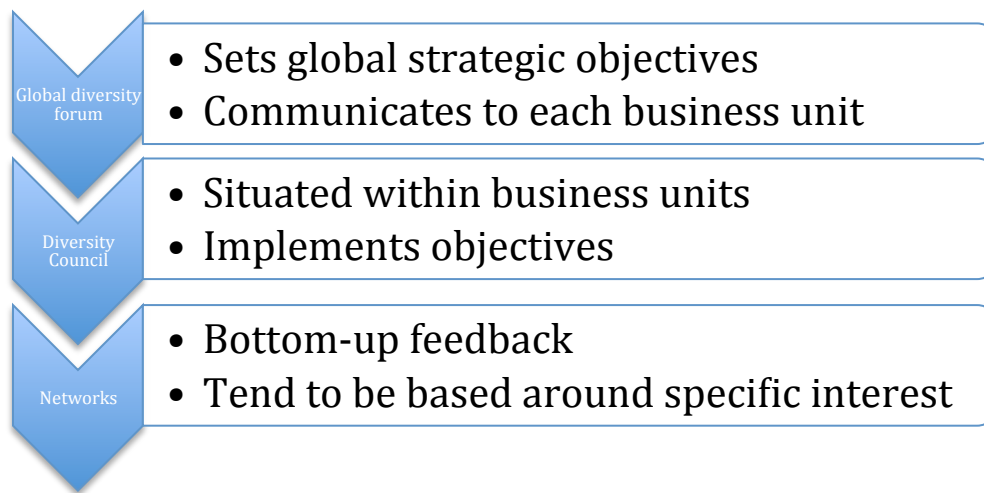
integrated into the organizational culture. This approach might lead to an excessive amount of initiatives, which has very little output in relation to the investment of time and resources.

The Systemic Approach, in this approach managers who see diversity as an important issue personally, but also with collaboration with organization's vision will experience a high pressure for it. They are very much likely to form initiatives, integrate and implement them well into the organizational core culture. The systemic approach systematically involves activities and initiatives, such as rewards, into the organization for a better and more effective implementation (Dass & Parker, 1999).

Another process of implementing diversity initiatives is presented by Kumra and Manfredi (2012), who states that the process of implementing starts with establishing *global diversity forum*, practically here is where the senior managers meet and discuss priorities regarding diversity management. This can be seen as the centre in the decision providing system. The decisions made here depend on different factors, external ones, as well as internal. The main goal of the diversity forum is to identify global objectives on the company across its operations.

Once step one is completed the issue is delegated down, for instance to locally based *diversity councils*. A diversity council is often a senior individual with responsibility to promote the diversity agenda. Other members of a diversity council can be specialist diversity manager, representatives of trade unions etc. Progress and results of this unit are meant to be reported back to the Global Diversity Forum.

The last part of the chain contains of *employee networks*. These groups are often constructed by employees themselves and the goal of these is to create a place where issues of common interest are discussed and developed. Here the issues can be identified for inclusion solutions and formulations of the overall strategic directions of the organization. Many researchers suggest that these networks are one of the factors that contribute to effectiveness and success of diversity initiatives (Kumra & Manfredi, 2012).



Simple structure of diversity management implementation process, Kumra & Manfredi, 2012, p96

3.6 The role of the diversity director

As mentioned in one of the previous sections, the importance of a diversity executive is determining, when implementing a diversity initiative. According to Arredondo (1996), persons in the role of diversity directors are highly scrutinized, frequently changed and often unsupported. There is a high need of this persons executive skills for several different reasons. One reason is that this position is more of a cost then an asset for a company. The diversity director of a large organization will require a support team to carry out the responsibilities, which also will require a lot of resources. The other reason is that critics of diversity and other people who see other business priorities may question the need of this position and the tasks of it. The third reason is that since people in general cannot distinguish between affirmative action and diversity management, they may wonder about duplication of given effort. The fourth reason is the isolation in the role of diversity manager, especially if the director does not have support staff or is not well received by the human resources department. The last reason is requirement for the CEO of the company, to promote public recognition of the diversity director, since a lot of people believe that diversity is a general subject, that only is applicable for white women and persons of colour (Arredondo, 1996).

It is a widespread agreement that a commitment and dedication to diversity issues of senior managers is a key success factor. It is clear that without support and dedication of this group the commitment at lower levels will be non-existing (Kumra & Manfredi, 2012).

Arredondo (1996) states that a diversity director should be competent about literature and studies of diversity management. Participation in different seminars and workshops is also something that a person in this position is expected to do. Valued features in general are bilingual skills, especially in those languages spoken by newcomers and immigrants (Arredondo, 1996).

3.7 Efficiency

When introducing diversity management initiatives, there is a high ambition to achieve increased organizational efficiency through factors such as education, team-building and the right support from diversity director. However, according to Jackson and Carter (2000) there is a profound reluctance to admit and accept the influence of subjectivity regarding efficiency. The substantiation of this claim is mainly based on quantification as a phenomenon and the general idea of that numbers cannot lie. But it is essential to notice that quantification in the context of culture, leadership, diversity and so on is exceptionally challenging. One of the challenges is obviously which quantities should be included to the efficiency process (Jackson & Carter, 2000).

It is essential to include significant factors, to be able to make the outcome meaningful. As mentioned before, the objects included are a matter of human judgement influenced by ideology, power, and concepts of the self and so on.

A widespread concern is the belief that people increase their efficiency through organising. In this way one could say that organizational behaviour and efficiency are inter-linked. One could also say, that diversity initiatives' intention is to create an organizational behaviour in a company and in that way also increase the efficiency since those are connected to each other (Jackson & Carter, 2000).

3.7.1 Diversity and measurements

To be able to point out the results of increased efficiency and the meaningfulness of an initiative, factors such as measurements are essential. Due to a high frequency of responsibilities to measure diversity management and its initiatives, the initiatives can lack drive and they lose direction (Kumra & Manfredi, 2012).

Today's metrics are well developed and are becoming more and more important. We can measure revenue growth, improved productivity, leadership accountability and financial return on investment. Since diversity is becoming a big part of organization culture and a strategic business advantage, it should also be measured with the same kind of as all the other business operations (Brenman & Marc, 2013).

It is essential for a company to establish meaningful metrics, to be able to evaluate the effectiveness of a diversity initiative. According to Brenman & Marc (2013), validation of diversity initiatives contribution to an organization's competitive advantage is imperative and metrics is what can be used for that analysis (Brenman & Marc, 2013) Today we are living in a world with a lot of economic downturns, a situation that may cause a greater demand for documented results. People investing in diversity programmes are more aggressive and demanding for the measurement of their investments. Hansen (2003) is writing how Thomas Kochan (2003) is stating that if companies are unable to achieve the measurements and training needed there might be a backward movement and the negative consequences of diversity might appear.

It was reported that none of the 20 largest companies according to Fortune 500 examined the diversity initiatives. The reasons for it are many, one of them is the organizations' struggle finding meaningful metrics, as well as the struggle calculating return on investment on human resource practices and diversity is one of them. Another common reason is of the legal matter, organizations absence of collecting data required for evaluation appears, because of the fear that that data may reveal systemic bias or discrimination. Also the reason might be that leaders already have a strong belief in the fact that diversity leads to benefits and therefore they do not require evidence (Jayne & Dipboye, 2004).

Despite pre-following reasons it still is of a strong importance to invest in development of diversity management metrics, since metrics allow the tracking of progress and the clarification of the commitment to diversity initiative. The most effective leverage of the resources also can be found through metrics and data-driven decisions. One important step in successful measurement according to Jayne & Dipboye (2004) is creating a *evaluation team*. The next step is to identify the metrics that are needed for the evaluation, in other words metrics that are meaningful and provide necessary information. One key data that should be evaluated is workforce flow statistics, that meaning data related to recruiting, answering

questions such as who was considered, hired and promoted. Also answering questions about retention, for instance questions such as who left the company and who stayed in the company. Another example of important data collection is measurement of the current demographic profile of the organization and how it changes over time. It is essential not to forget the importance of including the analysis of any majority group in each evaluation. This will give a possibility to demonstrate support for the diversity initiatives (Jayne & Dipboye, 2004).

Kumra & Manfredi (2012) are providing some suggestions on how to measure success when it comes to diversity. According to them progress should be tracked from the beginning rather than from the finishing line. This way all the efforts of time and success are included. There is also a recommendation to use a broad set of measurements, this enables the perspective of initiative outcomes at all levels. Observation has a great power, to track success there is a possibility to watch how the training activities can lead to daily changes in behaviour. Last but not least, hard measures are to be used, such as new segments of the markets that can help identifying financial benefits of new business opportunities (Kumra & Manfredi, 2012).

3. 8 Future perspectives on diversity management

According to Arredondo (1996), the intercultural communication is becoming more and more important for our future business development. Organizational leaders and planners have stated both internal and external factors that support a need for future work with diversity management. External criteria consist of emerging markets, migrations and the requirement for new skills. Internal forces are, such as the need for intercultural communication, organizational restructuring and continued business success. Domestic and global competition are increasing everywhere in the world. Market shifts are caused by factors such as retirement and baby booms (Arredondo, 1996).

Kossek & Lobel (1996) are stating that future characteristics will influence the diversity raise in organizations. Some trends, such as transformation into less hierarchical units will increase the importance of ability of working in teams. This organization form will require an increasing cooperation between employees and therefore also the trust between them. Organizations that have difficulties promoting diversity, will also have difficulties surviving in the new organization-changing culture (Kossek & Lobel, 1996).

Also Kossel & Lobel (1996) are naming the reduction of job security as a reason for diversity promotion. By that meaning that these new organizations forms, will increase employee's motivation to not accept organizations that do not tolerate and value their individuality. The new organization forms and differences in perspectives across gender, race and other characteristics may increase the conflict. As a solution, actions must be sensitive and a careful attempt to reach a culture of diversity should be developed. Examples of such attempt can include provision for equitable treatment as well as consistent application of policies (Kossek & Lobel, 1996).

Arredondo (1996) states that there is a high need of recognizing and admitting a need for development of new products matching particular new clientele. New clients are to be considered in the future markets; worth naming are the waves of refugees and immigrants to Europe and United States. Successful marketing to new groups of people requires cultural and technical knowledge. Continued success is dependent having employment and recruitment practises that surround cultural and human differences. A realization has to appear that diversity is not only about numerical representation but also about relationships and workforce culture that are being created. Recent and future focus on workforce diversity will go beyond race and gender; it will be more and more about other individuals in the workforce. Groups asking for consideration in the future, might be the physically challenged, HBTQ-people and older workers (Arredondo, 1996).

Summary chapter 3

In this chapter we have introduced the definition of diversity management and its existence in the Swedish society. We have also discussed the process of implementing a diversity management initiative and the factors that are essential for a successful outcome. Apart from this we have analysed different approaches to measure and evaluate the success of a diversity management initiative. All of the presented theories are of relevance to answer our research questions, which are to study how the implementation and process of diversity management initiatives are dealt with.

4. Presentation of empirical findings

In this chapter we are presenting the empirics, from the performed interviews with Telia Sonera AB, ICA gruppen AB and Skanska AB. In the empirics, we have chosen a structure that will be a guideline in our analysis, which means that empirics are structured in line with our key issues, in the interviews such as implementation, measurability and evaluation.

4.1 Interview summaries

The collecting of our empirical findings has been made through interviews with representatives. We have chosen executives that can provide us with the over-all perspective, information and facts, about each one of the started initiatives. Since our focus in the purpose has been to investigate how the strategies are implemented and whether they are transformed into the operative area or not, we have also complemented with interviews with employees at the companies. None of the interviewees wished to be anonymous. That will give us a point of view on how it actually worked and their practical experiences with the initiatives. All of the information about the interviewees is presented in a table, in the methodology chapter.

Our first company, Telia Sonera, is one of the largest network and telecommunication providers on the Swedish market, with their head office in Stockholm. The company operates all over the world, however we intend to only take the Swedish market into consideration in this thesis. The company was founded 1850 and has today approximately 25000 employees all over the world. In the performed interviews, we discussed Telia Sonera's on-going diversity projects called *diversity challenge*.

Our second chosen company is ICA gruppen, which is one of the leading retail companies in the Nordic region. The company has approximately 21000 employees in Scandinavia. In our performed interviews we have discussed the company's current initiative called *Vi kan mer*, which is an initiative that aims to create a society where everyone is involved, no matter what prerequisites you have.

The third company we have interviewed is Skanska, which is a Swedish construction company with 56000 employees worldwide. In the interviews, we have discussed a recently introduced diversity initiative and its effects so far

4.2 Historical perspective in each company

To be able to achieve the purpose of this thesis, which is to investigate the process of the implementation in each company, we believe that it is essential to know the background in each company. During the interview with the executive at Telia Sonera, interviewee A explains to us that the work with diversity management questions has been going on since the 90's in the company and has been in the company's policies for a long time.

She used to work as a manager for customer service and starts by describing an initiative that was managed in the late 90's and was one of the first that she was managing. In short, the company needed twenty new employees at the customer service at that time. Through a previous employment project, the executives could see how the people working in the company were very much alike each other, mainly Swedish. The executives wanted a workforce that would better reflect on the customers and meet their needs.

Therefore she started a project together with a representative from the Swedish Employment Service³, with whom they employed twenty newly arrived immigrants in Sweden. Their knowledge in different languages gave them unique competences, which is something A clearly points out as the most important success factors, matching the competence and the aim of the business. The immigrants were supposed to have some kind of experience in working with technology or sales, since the position would be in customer service.

Another project that interviewee A managed was a leadership project, with newly arrived immigrants that used to work as executives or equal in their home countries. The aim of this initiative was for them to meet with executives at Telia and get a chance to get integrated into the Swedish working culture and exchange ideas with each other.

When interviewing the executive at ICA gruppen, interviewee B explains that the motto of ICA gruppen reflects very well on how they are working with diversity management issues. *"Individual merchants cooperating, that successfully combines diversity and local adjustment*

³ In Swedish Arbetsförmedlingen

in large-scaleness and effectiveness.” With this she claims that ever since the company started it has been an on-going initiative, although where and to what extent, has been varied. It is in the company’s motto, but still there is no requirement to work with the diversity initiatives that comes from the board or other higher instances.

Interviewee B states that to be a part of ICA you need to be a member of *ICA-handlarnas förbund*, which have laws and policies that suggest that the members work in line with these policies, but there are no clear demands. According to interviewee B, you cannot force people into working with the issues. It has to be of interest for those working with it as well, in order to be successful. In addition to this interviewee B also claims that these diversity initiatives often start on a local scale and if it is a successful concept it will spread to more and more shops.

Even though Skanska is a company operating in a rather conservative and gender dominant business, the executive at Skanska states that the company has been working with diversity issues a couple of years. The initiative she currently is working with is relatively new, both for the company and for her. A year and a half ago (2012) the interviewee C started her position at Skanska, since the senior executive team recognized a need for change within the workforce, regarding diversity management issues.

4.3 Today’s strategy and implementation

In this part of the empirics we will concentrate of the implementation of diversity and its processes are dealt with in each company. The executive at Telia Sonera is telling us that a new initiative called *diversity challenge* was introduced at Telia Sonera two years ago (2012). It was performed with cooperation with Academic search, which is a company that specializes on competence search and matches. Diversity challenge was also the project to which interviewee D was accepted. The company in this case, offers several intern positions with a very high chance of employment. Academic search is responsible for finding the right candidates and later on the company, in this case Telia Sonera is responsible for the work of the intern in the company.

As mentioned before the concentration of the latest initiative was within areas of financial services, jurisprudence and IT. The executive at Telia Sonera points out the importance of working with dedicated people and to have committed people involved in the initiatives. She

believes that experience that Telia Sonera has with diversity initiatives, is important but the key to success is the dedication of the people involved, herself included. She refers to the problems with diversity within companies as a Moment 22 situation. She states that *“if we will not give the foreigners a chance to work with Swedish people, in a Swedish company they will never learn the culture and the language and we will end up with an even bigger diversity problem in the future”*. Also she says that the important thing is not to go for overambitious plans and strategies to implement; the essential thing is to take small steps in the right direction towards more understanding of diversity in the Swedish workforce. However, interviewee A strongly believes that Telia Sonera does not start initiatives to win legitimacy from the opinion. It all comes down to matching competence with aim of business.

According to interviewee B at ICA gruppen it is complicated to refer to initiatives as projects, since these are continuously on-going activities. *“We are constantly looking for a mix of people, it does not end, that is why it is hard to call it a project”*, she adds. The latest initiative is about involving people with disabilities or handicap into the workforce. *“What we want to achieve by this is to show that everyone who is a part of the society should also get a chance to be a part of a workforce”*, the executive says. She also points out importance of information and education and how it is crucial in order for such an initiative to work. Everyone in the workplace has to be informed about the on-going initiative or activity, without knowledge among employees it will never be successful and it might even get the opposite effect.

Our interviewed executive at Skanska has a vision for year 2020 that aims for a workforce that is a reflection of the society. Likewise the executive at ICA gruppen, she does not want to call the current activities strategies or projects. *“What is going on here is an activity development which is about to become a culture change of the company”*, she says. Her work with the on-going initiative began almost two years ago, when she started visiting all parts of the company to make an analysis of the situation, both in Sweden and abroad. A frequently asked question was *why*. Employees did not really understand why a change was necessary and that track was where the work needed to start. Interviewee C states that situation in Sweden was easier than in many other areas but the work was not complete in Sweden either. The company had been working with diversity questions but they had never been a precursor in the question. A change in the basic culture of organization was needed, the company had to inspect not only the quantitative aspects but also the aspects of the culture and inclusion.

Interviewee C adds that many business units train their employees and managers in diversity and inclusion. Diversity and inclusion is a part of introduction training, management training and code of conduct training.

The interviewee C is also discussing the time aspect and how the implementation process takes much longer time in the constellation of the company she is working for, in comparison with others. The project organizations make it hard to perform quick top-down decisions and fast implementations, since many levels are involved. Which is not only top-down but also bottom-up approach is to be used. *“It is of high importance to include all of our stakeholders and their interest when making analysis and formulating the strategy”* says the interviewee C and continues by saying *“since the company works out in the society, not behind closed doors, it is essential to be able to be a reflection of it”*.

The interviewee F, who works in the operating part of organization at Skanska, says that diversity effort in the company is clear and a lot of information is provided about the issue. Especially remarkable are the latest five years, where one can see how more and more efforts are made. He says that the vision is clear; the suffering part is providing the daily approaches and procedures for the employees.

4.4 Measurability and profitability

Since the purpose of this thesis has been to investigate which results are achieved and how they are measured, we have researched the measurability aspect in each company. The executive at Telia Sonera, is a genuine believer in small projects, she says that the difference is big between have something written in the company policy and actually doing that. She knows that in order to actually perform something for the first time, it has to be realistic. That is why, even though if an initiative is on the agenda, the expectations for profitability should not be too high. She also adds that she never felt any pressure from the board to deliver financial results or measurability of them. But she admits that the board and the shareholders expect involvement in diversity work in the company. One of the reasons that there is no pressure might be that the main goal of any diversity initiative in Telia Sonera, is higher customer satisfaction, which is reached by the match that is made between an employee's additional language skill and customer's need of service in that particular language. Such a match is hard to measure and since a lot of initiatives are recent in time, they are also hard to link to profitability. Obviously it is important to measure the results, not to mention for the

people being in the project, but the real results will not be visible until many years later and magnificent surveys will not immediately help to link the actions to the results. *“You can measure people til death”*, interviewee A says.

Attitudes of the employees are something executive at Telia Sonera points out as one of the factors, contributing to success and profitability that an initiative might provide. She says that she has met reactions such as *“we cannot employ Muslims, they pray all the time”*. Her respond is that there are people who have a headache every Monday as well, there are people taking smoking pauses etc. *“We are employing people, not concepts and people are flexible”* she adds. The important thing is to reach out to the staff and create an understanding among all the people involved. Understanding can partly be created through education, but also through emphasizing the competence as the most central thing in any initiative.

The executive at ICA gruppen believes, that profitability and measures does not have to be the central issue when working with individuals. With this initiative, it is of higher importance to create meaningful tasks for minorities, rather than reflecting on whether it is profitable or not. However, it could be seen as positive to the shareholders and customers that ICA gruppen is taking a social responsibility and gain advantages from that. The employee added, *“if it does not work or is not profitable it will never be successful”*. This is reflecting on the whole way of looking at the initiatives within ICA gruppen, there is pressure from the board to work with diversity; even so, it has to be prosperous to survive.

Statistic measurements of success and profitability are necessary to a certain extent according to the interviewee C at Skanska. The significant thing when introducing an initiative is to measure the employee’s attitudes and experiences of it. Since she values the change of the culture, she says that the employees play the central and most crucial role when implementing an initiative. It is the employees that will carry on the initiative to the next generations, not the board members according to the executive.. That is why the most important thing to measure is how the employees feel about the changes in the culture. If the employees are dissatisfied with the initiative, they will also not be able to deliver decent results that might be a link to a company’s profitability.

She agrees that it is important to have results on paper, but she sees the collection of those results as a future challenge. The main focus should lie on the fundamental values and the

goals can only be reached if the initiatives that are introduced can reach up and down to all levels in the organization, she says. She also adds that each business unit is required to make an analysis based on the strategy. The four key areas is to attract and recruit from a diverse pool of talent, to secure an inclusive workplace, develop and promote from a diverse pool of talents and use diversity and inclusion in the marketplace. Each business unit is also to plan activities in line with the company strategy.

All of the interviewed executives point out that the legislation of course limits in which ways they can measure diversity management initiatives and its progress. However, interviewee C believes that everything does not have to be measured in details.

4.5 Goals & Intentions

To investigate goals of the implemented initiatives was one of our research questions we aimed to find an answer to in our research. According to the executive A at Telia Sonera the intention of each initiative is always to find the right competence that matches their need. Throughout the years, she has felt that using competence as the main need, is the only way to successfully recruit through diversity management initiatives. *“To take in as many immigrants as possible will not benefit anybody, the competence needs to be the central factor”*, interviewee A says. In the initiative, the newly arrived immigrants have got some extra help in the beginning, but apart from that, they got employed on the same conditions as anybody else. The main intention of any initiative according to her, is to make the people involved feel that they are a part of the company on all the same conditions as everyone else, to make them feel secure and confident in their positions.

The intentions at ICA gruppen are similar to the ones at Telia, the purpose is to give as many people as possible a chance to do something they find meaningful, to contribute to the public welfare according to the executive B at ICA gruppen. She tells us that the initiative *Vi kan mer* was originally founded when one of the board members reflected on the fact that you do not see many people with disabilities in the shops. The company’s main goal is to reach out to all employees and create an understanding that the stores and its employees have to be a reflection of the customers.

When it comes to our third interview company, Skanska, it has been clear that there is a need for a change to adjust to the ever-changing culture of the organization. The executive at Skanska started her position by investigating what the needs were and which questions were of importance in each country. The needs have not been identified only from the senior executive team but also from the employees. Working with diversity questions have been of interest before. Recruitment whilst considering diversity issues has been on the agenda before, mainly with a focus on gender diversity. What the interviewee C found out from her research was that there was a frustration that the quantitative results had been of most importance whilst culture and inclusion were more "ignored".

When asking the employee F at Skanska, about the company's intentions and whether the implementation might be affected by society's expectations and pressure, he answered that it might be the case. Since the company is a profit-driven organization, it is clear that it has to live up to the expectations of the stakeholders and the society we live in, he adds. To be able to show the achieved results, companies have to evaluate and analyse the process and connect actions to results.

4.6 Evaluation

When asking the executive A at Telia Sonera about the importance of evaluation she says that it is significant to continuously follow up results to be able to improve and maintain skills and competence. The first diversity initiative she was involved in with, the evaluation was something she was responsible for herself. Every six weeks the participants would meet and discuss what had improved since last time and what they could work more with. In the second project with the immigrant leaders, the setup was that each couple should meet at least four hours every six weeks. Even though the setup was different in this project the interviewee A was certainly engaged in the evaluation of it as well and made sure they did certain tasks until the next time they would meet. Also interviewee A states that at the end of every project or every half-year an evaluation is made, normally with a survey and some interviews.

During the interview with employee D at Telia Sonera, he shared his experience from the project *diversity challenge*. According to him, not many evaluations were made from the organisation Academic search, with which the project was carried through. The only time interviewee D had contact with them after getting accepted to the project, was after a couple

of weeks, to see if he started his position and if he liked it. After the diversity challenge was finished, there were no evaluations made from Academic search. He admits that he finds it a bit strange, considering the recruiting process was quite long and claims it should be of interest to the company, to see how many of the participants that got a job afterwards. Instead most of the evaluation was made with the manager and supervisor Interviewee D had at Telia Sonera. This points to that fact the communication between the organizations has not been enough, according to interviewee D.

The executive at ICA gruppen says that evaluation have been made constantly, since the initiative *Vi kan mer* was introduced, and since the last evaluation the number of people that got a employed was 1400 in over 700 stores all over Sweden. The same evaluation is made through surveys and phone questionnaires, in the end of every year.

Since the initiative at Skanska was recently introduced, the interviewee C enhances the fact that the initiative is focusing a lot on attitudes, rather than employing from certain minorities. When we ask about evaluation process, the executive C refers to the time aspect of the initiative and how in order to be able to show the outcomes, a lot of time is required. *“Approximately 3 years after the implementation is when you actually can estimate and measure adequately, and we are not really there yet”*, she says.

4.7 Competence

In the interviews, we noticed that the competence discussion was significant to all our interview objects. The executive A says, that if they are able to make sure that competence is central in the recruiting process, they will be able to increase the self-confidence among the new employees since they will know that they are employed because they have the knowledge and skills the company demands. She says that when there is a link between competence and the aim of business, it is also possible to link the process to profits. Interviewee A also believes that initiatives and projects that are made entirely on quantities rather than competence, are almost destined to fail. The title of her position is chosen because of this; Talent Management Director. The fact that competence is of high relevance at Telia Sonera is something that Interviewee D can confirm; he found it very clear during the interview process.

A competence discussion is something executive B does not bring up until we ask the question of its relevance. But when the question comes up, she says that obviously a match of competence and activity is central in the recruiting process. She also does not think that the competence issue is suffering when diversity recruitment is in order, since valid competence is always the first thing to pay attention to when employing a person.

When interviewing the executive C at Skanska, she says that competence is something that should not even be mentioned as a requirement, it should come natural. She also says, that in this level of workforce any sort of affirmative action cannot supersede competence, but she knows that it might happen. *“Competence is always a question of subjective judgement”*, says interviewee C and refers to its difficulty. She says that it is in people’s nature to overestimate a person that is similar to one, which is why more knowledge and education is needed to create equal recruiting processes at all workforces. The employee F, at Skanska, also agrees with this and hopes that the recruitment always consider the competence as the main factor.

4.8 The role of the diversity director

Since the purpose of our thesis has been to investigate how organizations and executives work with diversity management, we have included the discussion about the role of diversity director as one of our key subject. When selecting and choosing the right competence, implement initiatives and evaluate them the diversity director plays a key role. Executive A, at Telia Sonera, states that the first diversity initiative she was in charge of, was introduced on her own initiative. She never experienced any pressure from the board members to work with diversity projects, however the responses from the board were positive and appreciation was showed to her for taking the initiatives. The work with these questions has always been of importance to the board. Even though the board have a pressure from stakeholders to work with these questions, there always have to be a link to the business. *“No matter if you’re a woman, man, young, old, Swedish or immigrant, there always have to be a link to the business”*, she says and believes that it is of great importance for an initiative to have a driven manager to be successful with the initiative.

The importance of the diversity director is also something interviewee B believes in. Working with the diversity has been of the interest for the entire organization, however this has been varying from store to store. That is why it is important that the organization have someone

that is driven and truly engaged in the questions to get a concurrence in the work with the questions at a central level to make things happen.

At Skanska the interest of diversity questions originally came from the senior executive team, who contacted executive C to employ her. The senior executive team played an important role during the introduction of the initiative. With the executive C's competence and experience in the area, a plan and strategy was made after research. Another key to success according to her is the dedication and enthusiasm of the diversity initiative executive. Interviewee C has been doing research within the topic of diversity management for many years. *"I am very secure in my role and I can respond to challenging conversations, something that helps me a lot along the way"*, she says.

Summary chapter 4

In this chapter, we have been presenting the results from our empirical findings. We have decided to structure the text along with what we think have been the discussion subjects, in the performed interviews. These have been the historical perspective, today's strategy and implementation, measurability and profitability, goals and intentions, evaluation, competence and the role of the diversity director. We have tried to connect the key subjects together, although they are rather detached from one another. The focus has been on the executives' experiences and thoughts, although we have complemented with the employee's thoughts on these issues. In the next chapter, we will analyse and discuss the empirical findings and connect them to our theoretical framework.

5. Analysis

In this section we will present the results from our empirical research and link it to our theoretical framework. After completing the interviews it became clear to us that the companies we have chosen to study have different way of working with diversity management. We have structured the analysis in the same way as the empirics, since it will make it easier to follow.

5.1 A historical perspective

To be able to study the implementation processes taking place in the companies today we believe it is important to understand the historical perspective in the respective company. We could see how all of the interviewed executives are of the opinion that the work with diversity management has been an on-going process, peaking the latest twenty years, in all three companies. The peak starting in the late 90's is by many researches explained by demographic trends, caused by breakthrough in care, education and science (Mor Barak, 2005). During our research we could see that the extent of commitment has been different in different companies, even if the trends have had an impact on all of them. A factor as far as we can see is that depending on in which business area the company is operating in, different minorities seem to be of various importance.

Telia Sonera could during the recruitment processes identify a need for a more diverse workforce. Without being able to measure, according to the Swedish law, what kind of people were employed it was still pretty clear that the majority of the new employees were white. We could see how Telia Sonera was not only influenced by the organizational trend that was at that time, but also by an internal need of a diverse workforce. This in line with Arredondo's (1996) future forecast about how internal forces, such as the need for intercultural communication, organizational restructuring and continued business success, will gain more importance in the future.

Also ICA gruppen claimed that the work with diversity management has been central ever since the foundation of the company. Even though it might have been implemented in the culture, we find it difficult to see how the operative diversity management could have been a current topic in 1919. Theories are claiming that diversity management did not start until the

middle of the 19th century, and according to Mor Barak (2005) the peak of the trend did not occur until the globalization wave, taking place in the 90's.

At ICA-gruppen the workforce is often reflected on local markets and customers, which should make the distribution adapted to its local market. We believe that if this would work in practice it would be a successful method; however there is a defined problem that minorities have difficulties getting jobs and that there is a need for the work with diversity management.

In our opinion it might be problematic when the initiatives start locally, without any pressure or guidelines from the board. We believe there is a need for dedicated people in each and every store to realize the initiative. Perhaps the impact would be greater if there was a national support for this. This is in line with Kumra and Manfredis (2012) statement, about how looking at diversity from a national perspective can enable addressing the issues and provide actions more effectively.

Just like the other companies Skanska has been involved in gender equality initiatives earlier, but has due to culture in the business area have not had the same pressure on them. The new initiative is adjusted to Skanska's specific visions about a future culture change. Although this points out how powerful trends actually are, even for companies operating in conservative and gender dominant businesses. Our opinion is that Skanska's approach opens up for a successful outcome. This in line with Dass & Parkers (1999) statement, about how more particular way of working with diversity is more likely to benefit the organization than using the universal one.

5.2 Today's strategy and implementation

The study of the implementation processes and strategies has been the main purpose of our thesis. While researching the implementation process of an initiative, we came across different approaches that executives use when implementing different initiatives. *The systematic approach* was one of these approaches introduced by Dass & Parker (1999). This approach is something we believe was used by all of our interviewed executives, at least that is the feeling they seemed to want to mediate. All three executives were very aware of making us believe that diversity issues were something that was personally very important for them. For instance the executive C stated that Skanska was standing in front of a culture change and the systematic approach is about implementing and form the initiatives well into the

organizational core culture, which seemed to be the case at Skanska. *The systematic approach* also intended to involve different activities into implementation to make the process more efficient. This is something that we felt was defective when it came to all three companies and their implementations. In some cases we could also see elements of *the episodic approach* also presented by Dass & Parker (1999) appearing in the behaviour of all three companies, where the initiatives in the organizations are often isolated and separated from the organizational activities and therefore they become more powerless.

In our research of implementation process we could acknowledge the immense importance of education when implementing a strategy. We could see that the interviewees, especially executives, wanted to assure us that team-building and education about diversity was an important part of the initiative. Skanska, for instance, had different e-learnings and online educations of code of conduct for the employees.

The importance of information and education is something all the interviewees are declaring during our interviews with them. This is in line with Di Tomaso's & Post's (2007) recommendation about providing employees with information and skills for managing conflicts and bridging differences. It appears to us that it is easy to talk about the importance of information and education in theory, but it seems much harder to implement it in practice. We could notice a lack of practical examples of educational character at ICA-gruppen and Telia Sonera. The reasons might be many, for instance the absence of resources or time.

5.3 Measurability and profitability

Since our purpose also has been to include the procedures and effects of measures in our thesis, it has given us a possibility to analyse its processes in the companies we have chosen. All the strategies and implementations require possibilities for measurability. Even though we could see that the scale of importance of measures was strongly varied between the three companies, executives and employees. Both interviewee A and interviewee C valued the importance of measures and they both stated that the first step to success is measuring people's changing attitudes along the way. The executive's wish to follow and measure attitudes from the beginning is something that could be linked to Kumra's & Manfredi's (2012) recommendation about tracking the progress from its beginning, rather than doing it from the finishing line. The employee D claimed that he has been missing the daily activities, evaluations and measures, even though he actually was a part of the diversity program

himself. He said that he would wish for more continuous activities to take place. The same scenario is taking place when we ask employee F at Skanska and he states that the daily diversity procedures are missing. We believe that *employee networks* presented by Kumra and Manfredi (2012) are applicable here; groups that are constructed by employees themselves and have a goal of identify issues and solutions. These networks might contribute to more effective initiatives, because of the continuous presence of the issues discussed. By that each employee can feel involved in the discussions even though decisions are made at a higher level of the organization.

Our opinion in this situation is that *decoupling* is taking place in a lot of organizations. By *decoupling* we mean that the formal structure is strongly differed from what is actually happening in the practice. In this case one could say that the executives are representing the formal structure, while the employees, both D and F are responsible for the practical examples. For instance, both interviewee A and C claim that measures are highly relevant and something they continuously have to work with, in contradiction interviewee D and F experience a lack of that kind of activities. For Telia Sonera's part it is important to notice the outsourcing of the recruiting process in diversity initiative and that this might have contributed to the deficit of communication. This could be the reason why interviewee D experiences the situation differently from interviewee A.

In Skanska's case the explanation might be the recentness of the project, which interviewee C also points out. Because of the company's size, we believe that it is a matter of the time aspect and the measurement will probably be brought into daily activities in the future.

In contrary with Skanska and Telia Sonera, the executive at ICA gruppen believes that profitability and measurability might not be that important when working with individuals. This in contrary with Thomas Kochan's (2003) statement in Fay Hansens's article (2003), about the need of measures and documented results in the daily society of economic downturns. We understand the approach ICA gruppen is using since the main aim of the initiative is not result-based but rather focused on social welfare. On the other hand it might be hard to fully implement and take an initiative seriously if it is not measured. Our opinion is that in the society we live in today numbers and documented results have a great power, not only because of the globalization but also from the increased international competence that comes with it.

Worth mentioning and considering are also the reasons for the implementation of the initiatives and how they might be linked to the measures. All interviewees are admitting that even though there is no pressure from the board to deliver results and profitability, there are expectations from the board for company's involvement in the diversity work. Our opinion is that if a clear pressure from the board would appear the probability of delivering measures and documented results would be higher. The old saying about how "*what gets measured gets done*" might be the guideline for most companies and executives. However it seems much easier said than done, partly because of the recentness of most diversity initiatives and issues.

5.4 Goal & Intentions

To determine the goals and intentions was one of our main research questions. Through the qualitative research we could see that different companies have different goals when working with the initiatives. We find this completely natural, not only because of the different areas of business that companies are involved in but also because of the personal features and perceptions of the people responsible and involved in each initiative. Telia Sonera's intention with the projects is to give immigrants a small push to get integrated in the Swedish working society, but yet to focus on the competence.

A focus on the competence in combination with support from the executive is a winning concept. The feeling of an employee is something you can never measure and yet it will show in your results at work. We believe that feelings and attitudes is something that opens up for more profound and successful organizational changes. Interviewee D appreciated the fact that he was treated as an equal already from day one and that little attention was paid to the fact that he was recruited from a diversity project. Our opinion is that it was successful since it reached the intended goal, creating comfort and confidence for the employees. However what was not successful was the participant's experience of a lack of education and training, which is necessary for a successful implementation just like Arredondo (1996) is stating.

ICA gruppen have used a different approach, when starting up the initiative *Vi kan mer*, since its focus on social welfare. However, this has turned out to be a successful approach for the minority ICA gruppen has chosen to work with, the disabled. For the organisations ICA gruppen are working with there are difficulties to find suitable workplaces for the their daily

activities, since often a lot of adjustments in the working places need to be done. Also ICA gruppen states that operating in a number of areas makes it easy for them to match competence with tasks in other cases.

Skanska's goals and intentions have unlike the other companies a vision that concentrated on involving the company's culture and attitudes. Facing the challenges that exist in different regions the main intention is to implement a change of the culture in a top-down way.

The responses we got from our interviewees, showed that one important part of an initiative is to have a clear intention that you are aware of. We could see how the intention might be cultural change, social welfare or an increase of the involvement. In some way one could say that all of the initiatives are successful, although to different degrees. Anyhow, we believe that the first step is to clarify the intention and distribute it to the people involved. This corresponds well to Kumra & Manfredis (2012) idea about the importance of understanding the vision as well as the key objectives the organization is trying to achieve.

5.5 Evaluation

Investing time and resources in diversity initiatives are both costly and time consuming. Since a lot of time and resources are invested in the diversity initiatives, evaluation is of high importance to be able to see whether the goals and intentions have been achieved. We can see how the importance of showing actual results and satisfy the shareholders is increasing. This is in line with Kochan's (2003) statement in Fay Hansen's article (2003) about how people investing in diversity programmes are more aggressive nowadays and their demand for measurement of their investments is increasing.

Executive A at Telia Sonera found that evaluation is important for the investigation whether they should continue with the project or not. She also believed in a sample selection of evaluations, because too much evaluation does not lead anywhere. This is in contradiction with Jayne & Dipboyes (2004) statement about how metrics are the most effective way of evaluating the process and providing information for future support of initiatives. In short Jayne & Dipboyes (2004) prefer measuring and evaluating as many parameters as possible rather than a few. During the recruiting projects A did a lot of the continuous evaluating herself. Interviewee D got employed during a project of Telia Sonera in cooperation with academic search, from the co-organisation's side there was almost no evaluation done at all.

Despite a long recruitment-process, they only called once to see if he started his internship. Telia Sonera however supported him and he had meetings with his supervisor on a regular basis, just like interviewee A told us. However, the general opinion that interviewee D gave us was that there was little evaluation done in contradiction to what interviewee A told us. We believe that the reason for this was that the recruitment process itself was outsourced. Since they organized the recruitment it should only be natural that they also make an evaluation to see how many of the interviewed that got an internship, how many started and how many stayed. Since there were other companies involved in *diversity challenge*, this would have been of interest.

It is interesting to see that only one company uses the term project when speaking of the achievements. Only Telia Sonera uses the term project, but also points out clearly that working with diversity is nothing new and is in the company policy and way of thinking. However, when it comes to the operating part and putting theory into practice the term project is more suitable. Interviewee A also believes that it is better to start out on a small scale and have successful projects, rather than having overwhelming goals.

ICA gruppen states that they have made continuous evaluations on the participants in the project of the initiative; this is mostly done in terms of numbers of participants through surveys and phone questionnaires. ICA gruppen have adapted a successful concept by performing the surveys continuously.

5.6 Competence

During our interviews we could see the interviewees talk about the match between competence and aim of business and how it is the central action even in a question of diversity. For instance the executive at Telia Sonera says that the match between competence and action provides for the possibility to link the process of diversity to the profitability in a company. In other words a link between needed competence and profitability is created. In contrary with her, the executive B at ICA gruppen did not bring up the issue until the question was asked. The explanation for interviewee B not bringing up the competence might be that form of the initiative, in which competence is overshadowed by the interest of social welfare.

However, competence in daily society is more than pure knowledge, it is about a combination of experiences, skills, social and technical ability. Also competence is a matter of subjectivity

and the judgment of the person making a decision about someone's competence, just like the interviewee C stated. In line with Jackson & Carters (2000) theory about subjectivity, those with power to make decisions, just like everyone else, use subjective preferences and present them as legitimate when employing a person.

Because of the subjectivity of this issue, we decided not to include competence in our theoretical framework. The questions regarding competence were included in the interviews, because of our genuine interest of the interviewee's opinion and perceptions of this topic.

Our opinion is that competence issue is something that should be discussed very cautiously. We figured that people's previous experiences and perceptions of the society is something that creates the formulation of the word competence. For instance, competence in a matter of diversity management initiatives makes it even more complicated, since we tend to overestimate people similar to us and vice versa.

5.7 The role of the diversity director

The focus of this thesis and our purpose has been to see how the executives work with diversity management, therefore the role of the diversity director has become an essential part of our analysis. We came across many theories supporting the importance of the commitment of executives when it comes to diversity questions. For instance Kumra & Manfredi (2012) stated how the commitment and dedication to diversity issues of senior managers is a key success factor. It is clear that without support and dedication of this group the commitment at lower levels will be non-existing.

The executive A, at Telia Sonera, believes that without a dedicated executive, none of the things that are written in policies for instance, will work in practice. But it is not only important that the executive is engaged, there must be a support from the board as well.

The executive B at ICA gruppen points out that there are a large number of interested individuals out in stores that work with the questions and make the initiatives happen. We believe that these spontaneous and engaged employees make the organisation unique in that way. Since being a there is no requirement for the members of ICA gruppen to work with diversity questions, it is more of a choice of each store. However, we wonder if more centralized initiatives would be more successful. Kumra and Manfredi (2012) are stating the

importance of establishing *Global Diversity Forum*, which basically is the centre in the decision providing system regarding diversity initiatives. The main idea is that all progress and results of each unit are meant to be reported back to the *Global Diversity Forum*. We believe that a powerful and clear *Global Diversity Forum* needs to be established to be able to reach more progressive implementations.

The executive C from Skanska agreed with interviewee A, even though she pointed to the fact that her position does not give her superior power but of course a certain type of influence. Her previous experience has made her feel secure about where she stands and understand the challenges better. We believe that this is in line with Arredondos (1996) arguments, that a diversity director needs to mediate charisma and knowledge to lead organisations in issues that often can be questioned.

All of the interviewed executives did therefore understand the importance of a supporting workforce and board. However, all three companies more or less pointed to the fact that the support and inner pressure from board and company is of less relevance than a charismatic, driven leader. We found that Telia Sonera would fit somewhere in-between Dass & Parker's (1999) *freestanding approach* and *systemic approach*, where the initiatives are not fully integrated into the organizational culture. It is not possible to say that either of the companies belongs to a certain approach but it is possible to see characteristics. When identifying Skanska's position in Dass & Parker's (1999) chart, it points to a fact that they belong to a *systemic approach*. We believe that together with a driven leader, high pressure from the board and company visions, Skanska is likely to implement the initiatives well into the core culture.

6. Conclusion

The purpose of this thesis has been to make an investigation of the processes of implementation of diversity management initiatives and to see what the main goals and outcomes of these might be. We have seen how diversity initiatives are a topic that is completely *in time* mostly because of the trends taking place in the daily-globalized world. Many companies seem to want to use diversity initiatives to be able to reflect the diverse society we live in, in the best possible way. It appears that managing diversity today is not the easiest thing to do, even if the required resources and time might exist. The world is becoming more and more aggressive in terms of profitability and strategic thinking and the global competition pressures companies to win market segments, along with the pressure from the increased financial controls and demand for measurements. Noticing this tendency we can see how the diversity management's basic idea is dominated by the economic-oriented society and its requirements. The feeling of not meeting the requirements in the daily society might have decreased a company's dedication to the projects. Furthermore, it might result in a suffering of the whole process; to not be able to reach the expected goals results in a situation where a *decoupling* is taking place and the formal structure differs from the practice and the operative area. With that said, we do not mean that society is to blame for. Our conclusion is that focus should be moved from imperial plans for diversity initiatives and it should obtain a more down-to-earth approach. We believe that the size of an initiative does not determine the outcome, as much as the dedication and the effort of the people involved do.

Through the answers of the interviewees, we have come to the conclusion that in spite of today's focus on radical economism and result orientation (Rövik, 2008) there are effects of diversity management that cannot be measured. Such effects are for example the outcome of diversity management initiatives in the context of company culture and the effects it might bring. Our conclusion is that a successfully implemented initiative will not only make a difference for a certain amount of time, it will change the culture and the attitudes of the employees. A work environment with employees in harmony with each other is something that never can be measured completely. A synchronized workforce will probably perform better, both according to theories we have found and during our research. However, the link between a diverse workforce that meet customer needs and higher profitability is somewhat weak and hard to point to.

Moreover, we investigated what the process look like in different companies and reckoned that the interviewees have different ways of looking at diversity management and therefore different goals with the usage of it. Although they have one common goal for working with diversity; all of the interviewed companies are working with diversity management initiatives to face the increased globalization and the effects it might cause within the workforce. So no matter if it has to do with facing the customer need in a special business area or contribute to the social welfare, it is all focused on how to adjust to the changing society we are living in and find new and better ways to adjust to the culture and the people.

6.2 Suggestions for further research

Our purpose was to see the process of implementation of diversity management initiatives. However we could see how after introducing an initiative, a lot of time is required before you can see actual results. What would be interesting to make is a further study of each company and follow up the implementation of a project that aims to change the culture and attitudes from the very first beginning to the finish line, also complementing the research with interviewees from several departments. We believe that this would provide us with new perspectives, since we could have been involved in the process from planning to evaluation of the core activities and therefore draw different conclusions. What would be suitable in that case is a more continuous and detailed study of a company. To increase the time perspective of the research is also a suggestion for further research, since we could see an increased amount of time is required to be able to point to actual results.

Because of the globalization-taking place today it would be of interest to make a comparison between Sweden and a country that is seen as less developed regarding diversity management, to be able to see the differences more clear. This could give us more insight about how effective or ineffective different diversity approaches are and how a country's culture and people's mentality might affect the development of diversity management.

It would also be interesting to investigate the differences from a country that has other possibilities to measure and map the employees. Since this is against the law *Personuppgiftslagen* (SFS1998:204) to do so in Sweden, a comparison between the two chosen countries would be interesting. to be able to see how the legislation might affect the possibilities of an initiative's success.

Appendix 1 Interview questions

Telia Sonera AB- Talent Management director – Maria Dahlgren

1. Sedan när har du varit verksam i Telia Sonera?
2. Hur mycket spelar organisationskulturen in när det gäller hantering av mångfaldsfrågor?
3. När introducerades det allra första diversity management initiativet på Telia Sonera? Och hur har utveckling efter det sett ut tills idag?
4. Nuvarande mångfaldsprogram? Hur relateras det specifika initiativet ”Diversity Challenge” till den övergripande strategin? T ex hantering av invandrarfrågor i förhållande till mångfaldsperspektivet som helhet.
5. Finns det interna projekt som jobbar med mångfaldsstrategier? Om inte, är det en kostnadsfråga?
6. Vilken var den avgörande motivationsfaktorn till beslutet av att vara del i projektet ”Diversity Challenge via Academic Search”?
7. Vilka förberedande aktiviteter har ägt rum internt innan satsningen för de anställda? T ex workshops, informationsmöten, utbildningar etc.
8. Vilka kontinuerliga aktiviteter har det funnits? Exempelvis e-learning, workshops etc. Har det funnits kontinuerlig utbildning i samma omfattning som vid introduktionen av projektet? Av egen erfarenhet upplever vi att det ofta är väldigt mycket aktivitet vid lansering av nya projekt, men har sedan en tendens att bli mycket färre.
9. Har det funnits klara mål med satsningen? Tidsmässiga och resultatmässiga?
10. Har ni kunnat mäta dessa resultat och i sådana fall hur?
11. Hur har medarbetarnas attityder till diversity förändrats under projektets gång?
12. Är en del av motivationsfaktorn att skapa legitimitet bland Telia Soneras intressenter? Att arbeta med diversity ses som positivt externt och kan tänkas leda till ökad acceptans bland aktörerna i branschen. Hur stor roll spelar aktieägarnas intresse och lönsamhetsperspektivet in?
13. Vad har satsningen inneburit rent praktiskt för er? Exemplifiera gärna.
14. Hur har responsen varit från allmänheten, media, staten?
15. Hur har responsen varit bland de anställda? Exemplifiera gärna.

16. Hade satsningen något med trender att göra? Var just mångfaldsfrågor mer aktuellt än t ex miljöfrågor, vid tidpunkten för beslutet att medverka. Det finns ett yttre tryck från omvärlden att jobba med CSR-frågor på något sätt, för att vinna goodwill.
17. Tycker du att kompetensen hamnar i skuggan av mångfald vid rekryteringsprocessen och att övriga anställda glöms bort i och med att de inte är en fokusgrupp?
18. Har du någon kommentar till anhängare av idén om diversity managements existens som ett endast vinstdrivande verktyg?

ICA-gruppen – Mångfaldsstrateg – Birgitta Roos

1. Hur länge har du varit verksam inom ICA gruppen?
2. Hur mycket spelar organisationskulturen in när det gäller hantering av mångfaldsfrågor?
3. När introducerades det allra första diversity management initiativet på ICA gruppen? Och hur har utveckling efter det sett ut tills idag?
4. Nuvarande mångfaldsprogram? T ex hantering av invandrarfrågor i förhållande till mångfaldsperspektivet som helhet.
5. Finns det interna projekt som jobbar med mångfaldsstrategier? Om inte, är det en kostnadsfråga?
6. Vilken var den avgörande motivationsfaktorn till mångfaldsprogram inom ICA gruppen?
7. Vilka förberedande aktiviteter har ägt rum internt innan satsningen för de anställda? T ex workshops, informationsmöten, utbildningar etc.
8. Vilka kontinuerliga aktiviteter har det funnits? Exempelvis e-learning, workshops etc. Har det funnits kontinuerlig utbildning i samma omfattning som vid introduktionen av projektet? Av egen erfarenhet upplever vi att det ofta är väldigt mycket aktivitet vid lansering av nya projekt, men har sedan en tendens att bli mycket färre.
9. Har det funnits klara mål med satsningen? Tidsmässiga och resultatmässiga?
10. Har ni kunnat mäta dessa resultat och i sådana fall hur?
11. Hur har medarbetarnas attityder till diversity förändrats under projektets gång?
12. Är en del av motivationsfaktorn att skapa legitimitet bland ICA gruppen intressenter? Att arbeta med diversity ses som positivt externt och kan tänkas leda till ökad acceptans bland aktörerna i branschen. Hur stor roll spelar aktieägarnas intresse och lönsamhetsperspektivet in?
13. Vad har satsningen inneburit rent praktiskt för er? Exemplifiera gärna.
14. Hur har responsen varit från allmänheten, media, staten?
15. Hur har responsen varit bland de anställda? Exemplifiera gärna.
16. Hade satsningen något med trender att göra? Var just mångfaldsfrågor mer aktuellt än t ex miljöfrågor, vid tidpunkten för beslutet att medverka. Det finns ett yttre tryck från omvärlden att jobba med CSR-frågor på något sätt, för att vinna goodwill.

17. Tycker du att kompetensen hamnar i skuggan av mångfald vid rekryteringsprocessen och att övriga anställda glöms bort i och med att de inte är en fokusgrupp?
18. Har du någon kommentar till anhängare av idén om diversity managements existens som ett endast vinstdrivande verktyg?

Skanska – Diversity director – Pia Höök

1. Hur och på vilket sätt har din forskning inom ämnet bidragit till din framgång inom ”diversity management”?
2. Hur stora möjligheter till påverkan känner du att du har i din roll som diversity manager? Kommer initiativen alltid från en högre instans?
3. Sedan när har du funnits med i Skanskas verksamhet?
4. Hur mycket spelar organisationskulturen in när det gäller hantering av mångfaldsfrågor?
5. Mer exakt vad innebär Skanskas “code of conduct” och hur utövas det i vardagen?
6. När introducerades det allra första diversity management initiativet på Skanska? Och hur har utveckling efter det sett ut tills idag?
7. Nuvarande mångfaldsprogram? Hur relateras det specifika initiativet till den övergripande strategin? T ex hantering av invandrarfrågor i förhållande till mångfaldsperspektivet som helhet.
8. Vilka förberedande aktiviteter har ägt rum internt innan satsningen för de anställda? Kan du ge exempel?
9. Vilka kontinuerliga aktiviteter har det funnits, förutom e-learning-utbildningen? Har det funnits kontinuerlig utbildning i samma omfattning som vid introduktionen av projektet? Av egen erfarenhet upplever vi att det ofta är väldigt mycket aktivitet vid lansering av nya projekt, men har sedan en tendens att bli mycket färre. Hur kommer det sig?
10. Vilka avgörande intressen fanns för beslutet av skapa mångfaldsprogram? Varifrån kom efterfrågan till programmet? Från ledningen, anställda?
11. Har det funnits klara mål med satsningen? Tidsmässiga och resultatmässiga?
12. Har ni kunnat mäta dessa resultat och i sådana fall hur?
13. Hur har medarbetarnas attityder förändrats under projektets gång? Exemplifiera gärna.
14. Vad har satsningen inneburit rent praktiskt för er? Exemplifiera gärna.
15. Är en del av motivationsfaktorn att skapa legitimitet bland Skanskas intressenter? Att arbeta med diversity ses som positivt externt och kan tänkas leda till ökad acceptans bland aktörerna i branschen. Hur stor roll spelar aktieägarnas intresse och lönsamhetsperspektivet in?
16. Hur har responsen varit från allmänheten, media, staten?

17. Hur har responsen varit bland de anställda? Exemplifiera gärna.
18. Hade satsningen något med trender att göra? Var just mångfaldsfrågor mer aktuella än t ex miljöfrågor, vid tidpunkten för beslutet att medverka? Det finns ett yttre tryck från omvärlden att jobba med CSR-frågor på något sätt, för att vinna goodwill.
19. Tycker du att kompetensen hamnar i skuggan av mångfald vid rekryteringsprocessen och att övriga anställda glöms bort i och med att de inte är en fokusgrupp?
20. Har du någon kommentar till anhängare av idén om diversity managements existens som ett endast vinstdrivande verktyg?

Telia Sonera AB– Medarbetare – Mohamed Haswe

1. Hur startade du din karriär inom Telia?
2. Hur kommer det sig att du sökte dig till projektet ”Diversity challenge” från första början?
3. Vad har ”Diversity Challenge inneburit för dig som deltagare?
4. Berätta om din upplevelse av ”Diversity Challenge”.
5. Finns det brister i utvecklingen av programmet? Har något fungerat mindre bra?
6. Känner du att kompetensen varit det centrala i din rekrytering, trots fokus på mångfald?
7. Märker du i ditt vardagliga arbete av högre effektivitet och motivation bland dina medarbetare som en effekt av mångfaldsprogrammet.
8. Upplever du att hela organisationen genomsyras av mångfaldstänket eller är det mer en idé som existerar men inte efterlevs till fullo?
9. Vilken utveckling står diversity management inför?
10. Inom företagsekonomin finns det anhängare som hävdar att man använder mångfaldsprogram som ett verktyg att vinna legitimitet, goodwill och ökade vinster hos aktieägare och allmänheten. Hur ser du på det?

ICA gruppen – Business and brand developer and HR-Manager - Louise Liljestrand

1. Hur länge har du varit verksam inom ICA gruppen?
2. Hur mycket spelar organisationskulturen in när det gäller hantering av mångfaldsfrågor?
3. Vilka förberedande aktiviteter har ägt rum internt innan satsningen för de anställda? T ex workshops, informationsmöten, utbildningar etc.
4. Vilka kontinuerliga aktiviteter har det funnits? Exempelvis e-learning, workshops etc. Har det funnits kontinuerlig utbildning i samma omfattning som vid introduktionen av projektet? Av egen erfarenhet upplever vi att det ofta är väldigt mycket aktivitet vid lansering av nya projekt, men har sedan en tendens att bli mycket färre.
5. Har det funnits klara mål med satsningen? Tidsmässiga och resultatmässiga?
6. Har ni kunnat mäta dessa resultat och i sådana fall hur?
7. Hur har medarbetarnas attityder till diversity förändrats under projektets gång?
8. Är en del av motivationsfaktorn att skapa legitimitet bland ICA gruppen intressenter? Att arbeta med diversity ses som positivt externt och kan tänkas leda till ökad acceptans bland aktörerna i branschen. Hur stor roll spelar aktieägarnas intresse och lönsamhetsperspektivet in?
9. Vad har satsningen inneburit rent praktiskt för er? Exemplifiera gärna.
10. Hur har responsen varit bland de anställda? Exemplifiera gärna.
11. Hade satsningen något med trender att göra? Var just mångfaldsfrågor mer aktuellt än t ex miljöfrågor, vid tidpunkten för beslutet att medverka. Det finns ett yttre tryck från omvärlden att jobba med CSR-frågor på något sätt, för att vinna goodwill.
12. Tycker du att kompetensen hamnar i skuggan av mångfald vid rekryteringsprocessen och att övriga anställda glöms bort i och med att de inte är en fokusgrupp?
13. Har du någon kommentar till anhängare av idén om diversity managements existens som ett endast vinstdrivande verktyg?

Skanska – Projektledare – Emil Andreasson

1. Känner du och dina kollegor till något mångfaldsprogram som har ägt rum på Skanska under de senaste 5 åren? Exempelvis ”inclusionsatsningen”, refererar till den senast mycket uppmärksammade klippet.
2. Upplever du att det finns klara mål med satsningen på mångfald, både bland ledningen men också bland anställda?
3. Har du som anställd fått god information om satsningen och vad som förväntas av dig och dina kollegor i ert dagliga arbete?
4. Finns det några brister med mångfaldssatsningen? Hade någonting kunnat göras annorlunda?
5. Upplever du och dina kollegor att organisationen genomsyras av mångfaldstänket på alla organisationsnivåer eller är det snarare en idé som existerar på högre nivåer men inte följs till fullo?
6. Har du märkt av någon attityd/kulturförändring bland dina kollegor tack vare mångfaldsinitiativet inom organisationen? Har det inneburit något för er rent praktiskt?
7. Tror du att kompetensen är en faktor som kan överskuggas av mångfald i rekryteringsprocessen, då det finns en genuin satsning på mångfald?
8. Inom företagsekonomi finns det anhängare som hävdar att man använder mångfaldsprogram som ett verktyg att vinna legitimitet, goodwill och ökade vinster hos aktieägare och övrig allmänhet. Hur ser du på det?

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